



**National
Children's
Alliance®**

*The Force Behind
Children's Advocacy Centers*

State of State Chapters

2024 REPORT



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Executive Summary

This report details findings from the 2024 Children’s Advocacy Center State Chapter Census Survey and Needs Assessment. Reprised biennially, the Census and Needs Assessment is a joint effort of National Children’s Alliance (NCA) and the Regional Children’s Advocacy Centers (RCACs). The survey captures information about the activities, growth, development, structure, funding, staffing, successes, and needs of all 50 State Chapter organizations. The report’s goals are to describe the important work of Chapters, identify trends and needs over time, and provide benchmarking data to assist Chapters in their strategic planning and development. This summary highlights key findings organized by relevant Chapter Accreditation domains.

ORGANIZATIONAL CAPACITY

For many Chapters, 2022-2024 was a period of growth; over 40% of Chapters reported that they added new positions in the past year. Average Chapter budgets increased during this period as well; the median Chapter budget in 2024 was \$1,014,349—up from \$899,012 in 2022. This increase was primarily due to new appropriations of state funding in some states, which was sought to offset decreases in federal funding sources during the same time period. There is also significant variability in Chapter size, budget, and composition of funding sources across states; 6% of Chapters reported that they decreased in size while 50% noted maintaining staffing levels over the past year. Chapters also report continued staffing needs in key areas; 44% of Chapters identified a need for grants and contracts administration staff, 44% for legal counsel, 34% for outreach and prevention roles, and 34% indicated a need for data analysis and quality assurance personnel.

EXECUTIVE SUMMARY

Several Chapters enhanced employee benefits since 2022. As of 2024, 86% of Chapters offer retirement benefits, 40% offer optional life insurance, 66% offer dental insurance, and 54% offer vision insurance—all increases since 2022. Most Chapters offer workplace flexibility such as telecommuting options (86%), and 44% of Chapters operate either fully remotely or in a hybrid remote/in-person format.

Chapters' governance structures remained stable since 2022; 90% of Chapters have a board of directors, and 28% have an advisory board. In open-ended comments regarding organizational capacity-related strengths and challenges, Chapters reported that their committed, supportive boards and skilled staff are significant strengths, while predictable, sustainable funding that supports all needed Chapter services is a priority concern.

MEMBERSHIP

Chapters vary widely with respect to the size of their membership, counting between 1 to 70 (median=17) CACs among their member organizations. As in 2022, most Chapters report that their membership is highly engaged, and 60% of Chapters report that their membership meets on at least a bi-monthly basis. Nearly half of Chapters (48%) use a tiered membership dues system tied to accreditation status or budget; 36% charge a flat membership fee (range: \$150-\$4,500); and 16% charge no dues. When asked to describe strengths, many Chapters pointed to their role as trusted, accessible sources of consultation, support, and consensus-building among their membership. Priority concerns for the next two years include building capacity to meet member needs and providing support for leadership development and new CAC directors.

GROWTH AND DEVELOPMENT

Chapters are responsible for supporting the growth and development of new CACs and for expanding geographic access to the CAC model. Chapters noted that particular strengths in this domain include collecting and monitoring service provision data from CACs (72% of Chapters) and maintaining a commitment to evaluating Chapter programs (68% of Chapters). Priority growth areas included strengthening the Chapters' approach to statewide community assessment (62% of Chapters indicated a desire to expand capacity in this area).

TRAINING AND TECHNICAL ASSISTANCE (TTA)

A core role of Chapters is providing training and technical assistance, and mentorship to CAC and multidisciplinary team (MDT) personnel in their state. The most commonly offered or sponsored trainings by Chapters include victim advocacy (90% of Chapters), forensic interviewing (88%), and MDT facilitation (80%). Half of Chapters host annual state conferences, and 44% sponsor a statewide prevention campaign. A strong majority of Chapters (82%) report that they provide moderate or significant amounts of accreditation-related technical assistance.

In open-ended comments, several Chapters reported that expanding and diversifying training has been a priority and a strength over the past couple of years. Moving forward, Chapters would like to continue to expand training and mentoring opportunities, particularly in the realm of leadership development for the field.

Introduction

The NCA Chapter Census is a periodic survey of all 50 State Chapter organizations designed to comprehensively benchmark Chapters' activities, services, staffing, growth and development, and successes and challenges. Launched in 2019 and administered roughly every two years, the Chapter Census provides the opportunity to identify trends over time in these critical statewide organizations' work.

In 2022, the Chapter Census was merged with an RCAC needs assessment survey designed to more deeply assess Chapter strengths, capacity, and needs. Collectively, data from the Chapter Census and Chapter Needs Assessment supported the first ever report of its kind in 2022—the *State of State Chapters Report*. This report was the inaugural project of the field's Data Collaborative Work Group and provided an encompassing snapshot of the work of State Chapters as well as a benchmark of emerging trends and needs.

In partnership with RCACs, NCA repeated the Chapter Census and Needs Assessment Survey in the winter of 2024. The 2024 survey reprised most sections from earlier surveys to allow for year over year comparisons, asking about topics such as organizational structure and capacity, funding, staffing, salaries and benefits, turnover in the field, and the full range of Chapter activities and services. Stakeholders from the Data Collaborative Work Group and from the RCACs provided input into the focus and scope of the survey and assisted with prioritizing modules and crafting new questions. All 50 State Chapter Organizations responded to the online survey in February to March 2024; Chapter directors submitted survey responses on behalf of their organizations.

This 2024 *State of State Chapters Report* summarizes results and highlights key findings from the 2024 Chapter Census and Needs Assessment Survey.



Organized by major pillars of Chapter Accreditation Standards, this report is intended to capture and reflect the critical on-going work of Chapters. More specifically, the report's goals are to provide Chapter Organizations with benchmarking data useful to their own strategic planning and to document the scope of Chapter work.

In each section of the report, findings are presented both nationally and regionally; 2024 national findings are highlighted in gray. To assist with benchmarking, some topics are also broken down and presented by Chapter budget, membership size, or number of full-time employees (FTE). Where possible, trends and changes over time are highlighted. When direct comparisons with 2022 data can be made, this data is included in charts in italics, and when appropriate, comparisons with 2019 data are also described in the text. The report concludes with a summary of key findings, including areas of growth and challenge for the country's critical State Chapter organizations.

Organizational Capacity

According to *NCA Standards for Accredited Chapter Members*, State Chapter organizations “operate as membership organizations and must establish and maintain a designated legal entity responsible for organizational, programmatic, and fiscal operations, and employ sound administrative and financial practices.” This section of the report summarizes findings regarding Chapters’ structure, staffing, resources, data systems, boards of directors.

Organizational Structures

Most Chapters are independent 501(c)(3) organizations. Since the 2022 survey, the breakdown of organization type has not changed significantly; only one Chapter shifted from being an independent 501(c)(3) in 2022 to being a program under an umbrella non-profit in 2024. As described in **Table 1.2**, fewer Chapters reported that their location is a physical, stand-alone office in 2024. Since 2019, more Chapters have moved to being housed with another organization or have shifted to fully remote operations. For example, in 2019, approximately 20% of Chapters operated fully remotely. In 2024, that number had grown to 34% of Chapters operating remotely and 10% using a hybrid in-person/remote format.

Table 1.1 Organization Type

Organization Type	N=50
Independent 501(c)(3)	84.0% (42)
Program under an umbrella 501(c)(3)	12.0% (6)
Government-based agency	4.0% (2)

Table 1.2 Chapter Location by Region

	Midwest 2024	Northeast 2024	Southern 2024	Western 2024	National 2024	National 2022
Location of Chapter Office*	N=12	N=9	N=16	N=13	N=50	N=50
Stand-alone office	25.0% (3)	33.3% (3)	37.5% (6)	7.7% (1)	26.0% (13)	34.0% (17)
At a CAC	8.3% (1)	0.0% (0)	6.3% (1)	15.4% (2)	8.0% (4)	12.0% (6)
Within another agency or building	8.3% (1)	33.3% (3)	12.5% (2)	23.1% (3)	18.0% (9)	12.0% (6)
Home / remote	50.0% (6)	22.2% (2)	18.8% (3)	46.2% (6)	34.0% (17)	24.0% (12)
Hybrid: remote / office	8.3% (1)	0.0% (0)	18.8% (3)	7.7% (1)	10.0% (5)	Not asked
Other	0.0% (1)	11.1% (1)	6.3% (1)	0.0% (0)	4.0% (2)	30.0% (15)

*Chapters could select more than one location.

Staffing and Salaries

Chapter salary data and both current and needed types of staff roles at Chapters are summarized in **Table 1.3**. Salary data for all staff roles was calculated based only on 1.0 FTE positions. This was because of the wide variability of FTE for different roles included in Chapters' survey submissions, and very different compensation approaches used by Chapters for positions staffed at less than 1.0 FTE. Restricting salary data to only 1.0 FTE roles maintains standardization in the nature of the positions being compared. This approach is different than in previous reports and therefore no historical comparison data is provided.

Overall, most Chapters (87.5%) have at least one full-time director or CEO on staff, with FTE for this position ranging from .50 to 4.0 FTE across Chapters. The median national salary for this position is \$97,900 for 1.0 FTE. Executive directors' salaries range considerably, however, from \$57,500 to over \$160,000 for full-time positions. Salaries for part-time director positions range from roughly \$17,048 for less than a .50 FTE role to over \$90,000 for .75 FTE positions.

Table 1.3 Executive Director / CEO / Executive Leader Position Information by Regions

	Midwest 2024	Northeast 2024	Southern 2024	Western 2024	National 2024
FTE for Position at Chapter*	N=11	N=9	N=16	N=12	N=48
Less than 1.0 FTE	9.1% (1)	22.2% (2)	0.0% (0)	25.0% (3)	12.5% (6)
1.0 FTE	81.8% (9)	44.5% (4)	81.3% (13)	75.0% (9)	72.9% (35)
More than 1.0 FTE	9.1% (1)	33.3% (3)	18.7% (3)	0.0% (0)	14.6% (7)
Salary Range	N=10	N=6	N=14	N=8	N=38
Mean for 1.0 FTE	\$97,638	\$106,742	\$108,735	\$99,785	\$103,907
Median for 1.0 FTE	\$97,500	\$104,000	\$100,785	\$95,000	\$97,900
Minimum for 1.0 FTE	\$77,000	\$57,500	\$79,490	\$72,968	\$57,500
Maximum for 1.0 FTE	\$130,000	\$147,497	\$165,000	\$148,500	\$165,000
Type of Employment	N=12	N=9	N=16	N=12	N=49
% Chapter employee	83.3% (10)	100% (9)	100.0% (16)	83.3% (10)	91.8% (45)
% Chapter paid contract	16.7% (2)	0.0% (0)	0.0% (0)	16.7% (2)	8.2% (4)

*N reflects number of Chapters contributing 1.0 FTE director salary data in each region, (for salary data, more than one position may be included for a single Chapter).

Executive director salaries also vary significantly by Chapter size, as measured by the overall Chapter budget. **Table 1.4** displays mean/median director salaries based on Chapter budget, with Chapters divided into roughly six equal budget intervals designed to create meaningful breaking points between Chapters of qualitatively different sizes. Although budget groups contain relatively equal numbers of Chapters, Chapters with a budget of less than \$250,000 (250K) were less likely to have a 1.0 FTE director position. Overall, as Chapter budget increases, mean director salaries also tend to increase.

Director salaries were also examined for Chapters of varying membership size. Salaries did not differ as meaningfully across Chapters with different membership numbers because of wide variability in director salaries among Chapters with similar membership size; director salary by membership size is therefore not charted here.

Table 1.4 Director Salary by Annual Chapter Budget

	< 250K	250-500K	501K-1M	1-2M	2-5M	>5M
Salary Range*	N=3	N=6	N=7	N=6	N=8	N=7
Mean for 1.0 FTE	\$70,536	\$86,701	\$101,602	\$99,833	\$111,958	\$121,424
Median for 1.0 FTE	\$72,968	\$85,992	\$104,665	\$96,000	\$100,785	\$121,155
Minimum for 1.0 FTE	\$57,500	\$77,547	\$70,000	\$90,000	\$84,000	\$77,000
Maximum for 1.0 FTE	\$81,140	\$96,000	\$132,000	\$117,000	\$165,000	\$151,925

*Salary data is based on 1.0 FTE positions reported by Chapters that also provided total Chapter budget data. N reflects number of Chapters contributing data in each category.

Table 1.5 Staffing Levels and Other Staff Positions in the Chapter by Region

	Midwest 2024	Northeast 2024	Southern 2024	Western 2024	National 2024
FTE Per Chapter	N=12	N=9	N=16	N=13	N=50
Mean total FTE	M = 5.1	M = 5.4	M = 8.9	M = 2.3	M = 5.7
Range of FTE	1-14	1-9	3-49	0.5-7.5	0.5-49
Percent of Chapters With at Least Partial FTE in Each Position as Primary or Secondary Role	N=12	N=9	N=16	N=13	N=50
None; Chapter only has director/ coordinator role	16.7% (2)	0.0% (0)	0.0% (0)	23.1% (3)	10.0% (5)
Assistant director	41.7% (5)	44.4% (4)	37.5% (6)	23.1% (3)	36.0% (18)
Training coordinator	50.0% (6)	66.7% (6)	62.5% (10)	46.2% (6)	56.0% (28)
Program / project coordinator	50.0% (6)	55.5% (5)	75.0% (12)	46.2% (6)	58.0% (29)
Outreach / prevention coordinator	25.0% (3)	33.3% (3)	18.8% (3)	7.8% (1)	20.0% (10)
Data / quality assurance	58.3% (7)	11.1% (1)	25.0% (4)	7.8% (1)	26.0% (10)
Finance/ accounting / grants	75.0% (8)	66.7% (6)	75.0% (12)	30.8% (4)	60.0% (30)
Legal counsel	8.3% (1)	0.0% (0)	18.8% (3)	0.0% (0)	8.0% (4)
Public policy / legislative	33.3% (4)	33.3% (3)	31.2% (5)	0.0% (0)	24.0% (12)
Admin / office management	50.0% (6)	55.5% (5)	62.5% (10)	7.8% (1)	44.0% (22)
Communications / marketing	33.3% (4)	44.4% (4)	43.8% (7)	0.0% (0)	30.0% (15)
Mental health coordinator	25.0% (3)	22.2% (2)	6.3% (1)	15.6% (2)	16.0% (8)
MDT coordinator / facilitator	50.0% (6)	22.2% (2)	25.0% (4)	0.0% (0)	24.0% (12)
Development / fundraising	16.7% (2)	0.0% (0)	18.8% (3)	7.8% (1)	12.0% (6)
Other	25.0% (3)	33.3% (3)	37.5% (6)	23.1% (3)	30.0% (15)

As detailed in **Table 1.5**, on average, Chapters have 5.7 FTE, although this estimate varies widely across regions. Chapters tend to be larger in the Southern Region (M=8.9 FTE), and much smaller (M=2.3 FTE) in the Western Region. **Table 1.5** also indicates the proportion of Chapters who have at least partial FTE dedicated to various staff roles in their organization, inclusive of both Chapter employees and Chapter-contracted employees. Notably, 60% of Chapters now have at least some FTE dedicated to a finance/ accounting/ grant coordinator role, 58% have program coordinators, 56% have training coordinators, and 36% have an assistant director role. “Other” staff roles listed include human resources, information technology, medical services coordinators, and member relations. Staff included in survey submissions and listed as “CAC direct service staff” are not included in the below staffing totals.

Interns

In 2024, 18 Chapters (36%) reported utilizing interns. Intern utilization was reported by 32% of Chapters in 2019 and 38% in 2022. Of Chapters with intern positions, 39% (n=7) pay interns, and 61% utilize volunteer interns. The FTE equivalent of interns varies from .05 FTE to more than 2.0. Chapters reported that interns take on a wide variety of tasks, from administrative support to assistance with data collection and analysis, communication tasks including social media coordination, community education, legal support, legislative advocacy, and special projects such as needs assessments or other research.

Salaries — other Chapter positions

Chapters also reported salaries for roles beyond the executive director / CEO. **Tables 1.6** through **1.11** describe FTE, salary ranges, and employment type for positions for which there were at least 10 data points nationally. **Table 1.12** provides median salary estimates for staff roles with fewer than 10 data points. The sample in these tables (N) represents the number of full-time employees in each role nationally, not the number of Chapters with each respective role. Not all data regarding salaries, FTE, etc. was provided for every single position listed by a Chapter. Thus, the sample size on which each estimate is based is provided in each chart. Only data for full-time employees was included in salary estimates for each staff role. Notably, compared to 2018 and 2022, Chapters have added several assistant director positions.

Table 1.6 Assistant Director* - Salaries and FTE for 2024

FTE for Position	N=28
Less than 1.0 FTE	3.6% (1)
1.0 FTE	96.4% (27)
Salary Range	N=19
Mean for 1.0 FTE	\$83,557
Median for 1.0 FTE	\$85,000
Range for 1.0 FTE	\$65,000 to \$112,500
Type of Employment	N=29
% Employee	100% (29)
% Chapter paid contract	0.0% (0)
% Other paid contract	0.0% (0)

* One outlier for a special assistant director's salary was removed from calculations, as it was nearly \$100K over next highest salary.

Table 1.7 Program / Project Coordinator

FTE for Position	N=46
Less than 1.0 FTE	13.0% (N=6)
1.0 FTE	87.0% (N=40)
Salary Range	N=33
Mean for 1.0 FTE	\$61,755
Median for 1.0 FTE	\$60,750
Range	\$50,000 to \$74,160
Type of Employment	N=50
% Employee	90.0% (45)
% Chapter paid contract	10.0% (5)
% Other paid contract	0.0% (0)

Table 1.8 Finance / Accounting / Grants

FTE for Position	N=48
Less than 1.0 FTE	22.9% (11)
1.0 FTE	77.1% (37)
Salary Range	N=21
Mean for 1.0 FTE	\$69,175
Median for 1.0 FTE	\$65,500
Range	\$50,000 to \$100,425
Type of Employment	N=51
% Employee	90.2% (46)
% Chapter paid contract	9.8% (5)
% Other paid contract	0.0% (0)

Table 1.9 Admin / Office Management Staff

FTE for Position	N=22
Less than 1.0 FTE	4.5% (1)
1.0 FTE	95.5% (21)
Salary Range	N=12
Mean for 1.0 FTE	\$57,014
Median for 1.0 FTE	\$51,725
Range	\$35,000 to \$90,221
Type of Employment	N=22
% Employee	100% (22)
% Chapter paid contract	0.0% (0)
% Other paid contract	0.0% (0)

Table 1.10 Training Provider / Coordinator

FTE for Position	N=18
Less than 1.0 FTE	22.2% (4)
1.0 FTE	77.8% (14)
Salary Range	N=12
Mean for 1.0 FTE	\$65,186
Median for 1.0 FTE	\$62,835
Range	\$46,875 to \$90,221
Type of Employment	N=20
% Employee	95.0% (19)
% Chapter paid contract	5.0% (1)
% Other paid contract	0.0% (0)

Table 1.11 Data / Quality Assurance Staff

FTE for Position	N=13
Less than 1.0 FTE	7.7% (1)
1.0 FTE	92.3% (12)
Salary Range	N=4
Mean for 1.0 FTE	\$62,820
Median for 1.0 FTE	\$62,388
Range	\$50,740 to \$77,000
Type of Employment	N=13
% Employee	92.3% (12)
% Chapter paid contract	7.7% (1)
% Other paid contract	0.0% (0)

Table 1.12 Other Staff Roles: Median Salary

Staff Role	Median Salary for 1.0 FTE
MDT coordination	\$64,000 (N=7)
Communications / marketing	\$60,500 (N=4)
Outreach / prevention	\$68,750 (N=4)
Mental health coordinator	\$75,890 (N=4)
Public policy / legislative	\$58,960 (N=2)
Legal counsel*	\$23,824 (N=4)

*All legal positions were .25 FTE or less.

Salary Increases

The nature and magnitude of salary increases offered by Chapters is detailed in **Table 1.13**. Most Chapters (78%) provided salary increases in the past year. This estimate is down from 2022, when 84% of Chapters awarded increases. In 2024, 36% of Chapters provided cost of living increases, 34% provided merit increases, and 30% provided across the board general increases. Although the number of Chapters awarding increases dropped slightly, the percentage awarded rose across most types of salary increases. For example, the average merit increase in 2024 was 6.6%, compared to 4.1% in 2022, and the average cost of living raise increased to 3.9% in 2024 from 3.2% in 2022. Chapters in the South were more likely to use merit increases as a mechanism for salary increases, and Chapters in the Northeast and Midwest were slightly more likely to provide cost of living increases.

As detailed in **Table 1.14**, salary increases were driven primarily by financial considerations, with 68% of Chapters reporting that their budget for salaries increased in the past year and 90% of Chapters noting that financial standing was a primary consideration in awarding raises to employees. Additionally, 76% of Chapters reported that job performance is a consideration in awarding salary raises. "Other" factors considered by Chapters in salary increase decisions included workforce recruitment and retention, salary adjustments based on field comparisons, the 2022 *State of State Chapters Report*, and "staying competitive."

Table 1.13 Types of Salary Increases Provided in Past Year by Region

	Midwest 2024	Northeast 2024	Southern 2024	Western 2024	National 2024	National 2022
Types of Salary Increases	N=12	N=9	N=16	N=13	N=50	N=50
Merit increases provided	25.0% (3)	33.3% (3)	56.3% (9)	15.4% (2)	34.0% (17)	36.0% (18)
Average % merit increase	4.00%	3.8%	8.6%	5.8%	6.6%	4.1%
General increase provided	16.7% (2)	22.2% (2)	43.8% (7)	30.8% (4)	30.0% (15)	16.0% (8)
Average % general increase	5.0%	3.0%	5.2%	4.7%	4.9%	4.4%
Cost of living increase provided	41.7% (5)	55.6% (5)	18.8% (3)	38.5% (5)	36.0% (18)	38.0% (19)
Average % cost of living increase	4.0%	5.2%	3.0%	2.9%	3.9%	3.2%
Length of service increase provided	0.0% (0)	0.0% (0)	0.0% (0)	7.7% (1)	2.0% (1)	4.0% (2)
Average % length of service increase	0.0%	0.0%	0.0%	1.5%	1.5%	3.0%
Promotion increase provided	25.0% (3)	11.1% (1)	6.3% (1)	0.0% (0)	10.0% (5)	4.0% (2)
Average % promotion increase	8.3%	Not specified	10.0%	N/A	8.8%	7.0%
Other increase provided	25.0% (3)	11.1% (1)	18.8% (3)	15.4% (2)	18.0% (9)	8.0% (4)
None of the above; no increase	25.0% (3)	22.2% (2)	6.3% (1)	38.5% (5)	22.0% (11)	16.0% (8)

Table 1.14 Factors Influencing Salary Increases by Region

	Midwest 2024	Northeast 2024	Southern 2024	Western 2024	National 2024	National 2022
Change in Past Year to Budget for Increasing Salaries	N=12	N=9	N=16	N=13	N=50	N=50
Budget increased	75.0% (9)	88.9% (8)	68.8% (11)	46.2% (6)	68.0% (34)	48.0% (24)
Budget decreased	0.0% (0)	11.1% (1)	6.3% (1)	7.7% (1)	6.0% (3)	4.0% (2)
Budget stayed the same	25.0% (3)	0.0% (0)	25.0% (4)	46.2% (6)	26.0% (13)	48.0% (24)
Factors Influencing Salary Increase	N=12	N=9	N=16	N=13	N=50	N=50
Job performance	75.0% (9)	77.8% (7)	75.0% (12)	76.9% (10)	76.0% (38)	74.0% (37)
Budgeted percentage	50.0% (6)	55.6% (5)	87.5% (14)	69.2% (9)	68.0% (34)	58.0% (29)
Organizational fiscal standing	91.7% (11)	88.9% (8)	87.5% (14)	92.3% (12)	90.0% (45)	76.0% (38)
Other	8.3% (1)	22.2% (2)	12.5% (2)	23.1% (3)	16.0% (8)	18.0% (9)

Turnover and Unmet Staffing Needs

Table 1.15 delineates rates of staff turnover in Chapters, and Table 1.16 describes ongoing unmet staffing needs by role. National rates of staff turnover did not change between 2022 to 2024, although there was more variability in turnover across Chapters in 2024. Roughly similar numbers of Chapters reported gaining new positions in 2022 and 2024. Growth was most pronounced in the Midwest and Southern Regions, with over 55% of Chapters in these regions reporting an overall increase in the size of their staff over the past year. Conversely, the number of Chapters who reported *no* unmet staffing needs increased to 24% in 2024 from 16% in 2022. One third of Chapters in the Northeast and Southern Regions reported no unmet staffing needs, while only about 15% and 17% of Chapters in the Western and Midwest Regions, respectively, indicated that all staffing needs were met. Nationally, the most common areas of staffing need among Chapters in 2024 were development and fundraising (44% of Chapters identify this as a need), legal counsel (44% of Chapters), outreach and prevention roles (34% of Chapters), data / quality assurance roles (34% of Chapters), and public policy / legislative advocacy roles (34% of Chapters).

Table 1.15 Turnover in Past Year by Region

	Midwest 2024	Northeast 2024	Southern 2024	Western 2024	National 2024	National 2022
12-Month Turnover Rate	N=12	N=9	N=16	N=13	N=50	N=50
Mean	.75 / year	1.1 / year	1.2 / year	0.4 / year	.9 / year	0.9 / year
Range	0-4 vacancies	1-4 vacancies	0-8 vacancies	0-1 vacancies	0-8 vacancies	0-4 vacancies
Past Year Overall Staffing Changes	N=12	N=9	N=16	N=13	N=50	N=50
Chapter gained new positions	58.3% (7)	55.6% (5)	37.5% (6)	30.8% (4)	44.0% (22)	46.0% (23)
No change	41.7% (5)	33.3% (3)	62.5% (10)	53.8% (7)	50.0% (25)	46.0% (23)
Chapter lost positions / downsizing	0.0% (0)	11.1% (1)	0.0% (0)	15.4% (2)	6.0% (3)	8.0% (4)

Table 1.16 Unmet Staffing Needs Beyond Current Budget by Region

	Midwest 2024	Northeast 2024	Southern 2024	Western 2024	National 2024	National 2022
Unmet Staffing Needs	N=12	N=9	N=16	N=13	N=50	N=50
None; no unmet staffing needs	16.7% (2)	33.3% (3)	31.3% (5)	15.4% (2)	24.0% (12)	16.0% (8)
Outreach / prevention	41.7% (5)	22.2% (2)	31.3% (5)	38.5% (5)	34.0% (17)	34.0% (17)
Development / fundraising	33.3% (4)	44.4% (4)	43.8% (7)	43.8% (7)	44.0% (22)	50.0% (25)
Training provision / coordination	50.0% (6)	11.1% (1)	25.0% (4)	30.8% (4)	30.0% (15)	28.0% (14)
Public policy / legislative	50.0% (6)	44.4% (4)	0.0% (0)	53.8% (7)	34.0% (17)	38.0% (19)
Admin / office management	25.0% (3)	11.1% (1)	18.8% (3)	30.8% (4)	22.0% (11)	24.0% (12)
MDT coordination	16.7% (2)	0.0% (0)	31.3% (5)	38.5% (5)	24.0% (12)	30.0% (15)
Program / project coordinator	8.3% (1)	0.0% (0)	18.8% (3)	30.8% (4)	16.0% (8)	22.0% (11)
Finance / accounting / grants / contracts	16.7% (2)	0.0% (0)	6.3% (1)	23.1% (3)	12.0% (6)	32.0% (16)
Data / quality assurance	16.7% (2)	55.6% (5)	31.3% (5)	38.5% (5)	34.0% (17)	28.0% (14)
Legal counsel	41.7% (5)	55.6% (5)	43.8% (7)	38.5% (5)	44.0% (22)	42.0% (21)
Communications / marketing	50.0% (6)	0.0% (0)	12.5% (2)	46.2% (6)	28.0% (14)	42.0% (21)
Mental health coordinator	33.3% (4)	11.1% (1)	6.3% (1)	46.2% (6)	24.0% (12)	Not asked
Other	8.3% (1)	0.0% (0)	6.3% (1)	15.4% (2)	8.0% (4)	10.0% (5)

Benefits

Chapters reported on a range of employee benefits, including paid leave, medical insurance, retirement, and other benefits. **Table 1.17** describes holiday, vacation, personal, and sick time leave, and **Table 1.18** details the prevalence of other types of paid leave made available to Chapter employees. On the whole, there were few changes since 2022 in the types or amount of leave provided by Chapters. On average, Chapters provide 11 paid holidays and seven vacation days to newer employees, and an average of 12 vacation days to more veteran employees. Chapters tend to provide a combination of either vacation and sick days or personal days—these were fairly mutually exclusive categories. Among Chapters providing only personal days, the range offered was from eight to 25 days at the start of employment across Chapters.

Few changes from 2022 were noted in the degree to which Chapters provide other types of paid leave such as maternity / paternity leave, leave for jury duty, etc. Nationally, 42% of Chapters provide some level of paid leave for jury duty, 54% provide paid parental leave, 42% provide other types of family leave, 84% offer paid bereavement leave, and 54% provide paid military leave.

Table 1.17 Benefits: Paid Leave – Holidays, Vacation Days, Sick Time, and Personal Days by Region

	Midwest 2024	Northeast 2024	Southern 2024	Western 2024	National 2024	National 2022
Annual Accrual at Start of Employment for FTE	N=11	N=9	N=16	N=12	N=48	N=50
Number of paid holidays, mean	11 days	9 days	13 days	9 days	11 days	11 days
Number of paid holidays, range	0-18	0-13	8-20	0-20	0-20	0-22
Number of vacation days, mean	6 days	9 days	7 days	6 days	7 days	7 days
Number of vacation days, range	0-18	0-20	0-13	0-13	0-20	0-19
Number of sick days, mean	3 days	5 days	8 days	5 days	5 days	6 days
Number of sick days, range	0-12	0-12	0-12	0-13	0-13	0-13
Number of personal days, mean	10 days	8 days	9 days	7 days	9 days	12 days
Number of personal days, range	0-21	0-20	0-25	0-24	0-25	0-56
Annual Accrual After 5 Years for FTE	N=11	N=9	N=16	N=12	N=48	N=50
Number of vacation days, mean	12 days	13 days	11 days	12 days	12 days	10 days
Number of vacation days, range	0-30	0-25	0-20	0-43	0-43	0-24
Number of sick days, mean	3 days	8 days	7 days	6 days	6 days	6 days
Number of sick days, range	0-12	0-12	0-12	0-13	0-13	0-16.5
Number of personal days, mean	13 days	15 days	15 days	8 days	13 days	16 days
Number of personal days, range	0-30	0-35	0-40	0-25	0-40	0-70

Table 1.18 Benefits: Leave – Other Types of Paid Leave by Region

	Midwest 2024	Northeast 2024	Southern 2024	Western 2024	National 2024	National 2022
Max Number of Days Paid Leave	N=12	N=9	N=16	N=13	N=50	N=50
Jury Duty						
Mean (range)	8 (5-10)	6 (3-10)	4 (1-10)	6 (3-10)	5 (1-10)	8 (0-30)
No maximum	58.3% (7)	55.6% (5)	68.8% (11)	46.2% (6)	58.0% (29)	54.0% (27)
No paid leave	16.7% (2)	11.1% (1)	0.0% (0)	23.1% (3)	12.0% (6)	14.0% (7)
Maternity / Paternity / Adoption						
Mean (range)	38 (5-75)	63 (40-90)	37 (0-90)	57 (30-80)	44 (0-90)	44 (0-90)
No maximum	0.0% (0)	11.1% (1)	6.3% (1)	15.4% (2)	8.0% (4)	12.0% (6)
No paid leave	41.7% (5)	44.4% (4)	43.8% (7)	53.8% (7)	46.0% (23)	46.0% (23)
Other Family Medical Leave						
Mean (range)	43 (0-60)	70 (60-90)	48 (0-90)	60 (60-60)	53 (0-90)	45 (0-90)
No maximum	0.0% (0)	0.0% (0)	0.0% (0)	15.4% (2)	4.0% (2)	14.0% (7)
No paid leave	58.3% (7)	44.4% (4)	62.5% (10)	61.5% (8)	58.0% (29)	56.0% (28)
Bereavement						
Mean (range)	6 (3-20)	3 (0-5)	4 (2-12)	3 (3-3)	4 (0-20)	6 (0-80)
No maximum	8.3% (1)	0.0% (0)	18.8% (3)	15.4% (2)	12.0% (6)	16.0% (8)
No paid leave	8.3% (1)	11.1% (1)	6.3% (1)	38.5% (5)	16.0% (8)	18.0% (9)
Military Duty						
Mean (range)	35 (10-60)	0 (0-0)	0 (0-0)	15 (15-15)	14 (0-60)	51 (0-365)
No maximum	25.0% (3)	44.4% (4)	43.8% (7)	23.1% (3)	34.0% (17)	24.0% (12)
No paid leave	50.0% (6)	33.3% (3)	37.5% (6)	61.5% (8)	46.0% (23)	60.0% (30)
Shared / Donated Leave Available at Chapter	16.7% (2)	22.2% (2)	25.0% (4)	25.0% (3)	22.0% (11)	16.0% (8)

Retirement

As described in **Table 1.19**, the proportion of Chapters providing retirement benefits increased to 86% in 2024 from 74% in 2022, although there is significant regional variation in the availability of retirement plans. 401(k) plans are the most commonly offered retirement benefit. "Other" types of retirement plans made available by Chapters include Roth IRA and Simple IRAs. There was little change since 2022 in the magnitude of employer matching funds, or in the length of time to eligibility.

Table 1.19 Benefits – Retirement Program by Region

	Midwest 2024	Northeast 2024	Southern 2024	Western 2024	National 2024	National 2022
Chapter Offers Retirement Plans	N=12	N=9	N=16	N=13	N=50	N=50
Yes	83.3% (10)	100% (9)	100% (16)	61.5% (8)	86.0% (43)	74.0% (37)
No	16.7% (2)	0.0% (0)	0.0% (0)	38.5% (5)	14.0% (7)	26.0% (13)
Types of Retirement Plans	N=10	N=9	N=16	N=8	N=43	N=37
Defined benefit pension plan	10% (1)	0.0% (0)	6.3% (1)	12.5% (1)	7.0% (3)	2.7% (1)
401(k)	40.0% (4)	22.2% (2)	31.3% (5)	50.0% (4)	34.9% (15)	35.1% (13)
403(b)	10% (1)	44.4% (4)	6.3% (1)	25.0% (2)	18.6% (8)	18.9% (7)
SEP (Simplified Employee Pension)	0.0% (0)	0.0% (0)	31.3% (5)	0.0% (0)	11.6% (5)	18.9% (7)
Other	40.0% (4)	33.3% (3)	25.0% (4)	25.0% (2)	30.2% (13)	35.1% (13)
Minimum Employment Length for Eligibility	N=10	N=9	N=16	N=8	N=43	N=37
Mean in months	2.3 months	5.2 months	4.3 months	1.7 months	3.6 months	3.4 months
Maximum Employer Contribution	N=10	N=9	N=16	N=8	N=43	N=37
Mean % of base pay	3.1%	3.4%	4.4%	3.9%	3.8%	4.0%

Medical Insurance

Table 1.20 describes the types of medical insurance provided to Chapter employees. Most Chapters (78%) provide medical insurance; this is especially true in the Southern and Northeast Regions. Since 2022, more Chapters have shifted to Preferred Provider Organization (PPO) plans from HMO and Point of Service (POS) Plans. Chapters have also expanded access to medical insurance for employees' family members and partners across all types of insurance service plans over the past two years. Due to the very small number of Chapters providing high deductible or POS plans to family members, these benefits are not included in the chart below.

Table 1.20 Medical Insurance – Types of Plans and Coverage by Region

	Midwest 2024	Northeast 2024	Southern 2024	Western 2024	National 2024	National 2022
Chapter Offers Medical Insurance	N=12	N=9	N=16	N=13	N=50	N=50
Yes	66.7% (8)	88.9% (8)	100% (16)	53.8% (7)	78.0% (39)	80.0% (40)
No	33.3% (4)	11.1% (1)	0.0% (0)	46.2% (6)	22.0% (11)	20.0% (10)
Types of Insurance Benefits Among Chapters Providing Insurance	N=8	N=8	N=16	N=7	N=39	N=40
HMO	12.5% (1)	25.0% (2)	12.5% (2)	42.9% (3)	20.5% (8)	30.0% (12)
PPO	87.5% (7)	62.5% (5)	75.0% (12)	42.9% (3)	69.2% (27)	50.0% (20)
POS	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	7.5% (3)
High deductible health plan	0.0% (0)	25.0% (2)	6.3% (1)	14.3% (1)	10.3% (4)	10.0% (4)
Other	0.0% (0)	25.0% (2)	6.3% (1)	28.6% (2)	12.8% (5)	17.5% (7)
Extended Medical Coverage Offered	N=8	N=8	N=16	N=7	N=39	N=40
HMO Offered						
Spouses / dependents	12.5% (1)	25.0% (2)	12.5% (2)	42.9% (3)	20.5% (8)	15.0% (6)
Other family members	12.5% (1)	25.0% (2)	6.3% (1)	42.9% (3)	17.9% (7)	15.0% (6)
PPO Offered						
Spouses / dependents	75.0% (6)	37.5% (3)	50.0% (8)	28.6% (2)	48.7% (19)	32.5% (13)
Other family members	50.0% (4)	25.0% (2)	18.8% (3)	28.6% (2)	28.2% (11)	22.5% (9)
Organization Offers Health Care Spending / Reimbursement	N=12	N=9	N=16	N=13	N=50	N=50
Yes	25.0% (3)	44.4% (4)	37.5% (6)	23.1% (3)	32.0% (16)	30.0% (15)
No	75.0% (9)	55.6% (5)	62.5% (10)	76.9% (10)	68.0% (34)	70.0% (35)

Insurance and other benefits

Similar to retirement benefits, the period between 2022 and 2024 was a time of expanded access to a range of employee benefits within Chapters. As noted in **Table 1.21**, the largest gains in other benefits were seen in access to dental and vision coverage (available in 66% and 54% of Chapters, respectively), life insurance (40% of Chapters), and travel reimbursement (90%). Most Chapters (86%) continue to provide workplace flexibility and telecommuting options, as well as support for attending conferences (90%).

Table 1.21 Benefits: Other Insurance and Benefits by Region

	Midwest 2024	Northeast 2024	Southern 2024	Western 2024	National 2024	National 2022
Other Insurance	N=12	N=9	N=16	N=13	N=50	N=50
Life insurance	25.0% (3)	44.4% (4)	56.3% (9)	30.8% (4)	40.0% (20)	30.0% (15)
Long-term disability insurance	8.3% (1)	22.2% (2)	50.0% (8)	23.1% (3)	28.0% (14)	20.0% (10)
Short-term disability insurance	8.3% (1)	33.3% (3)	31.3% (5)	15.4% (2)	22.0% (11)	16.0% (8)
Dental insurance	58.3% (7)	88.9% (8)	75.0% (12)	46.2% (6)	66.0% (33)	54.0% (27)
Vision insurance	50.0% (6)	55.6% (5)	62.5% (10)	46.2% (6)	54.0% (27)	40.0% (20)
Personal liability insurance	0.0% (0)	11.1% (1)	6.3% (1)	0.0% (0)	4.0% (2)	4.0% (2)
None of the above	41.7% (5)	11.1% (1)	18.8% (3)	46.2% (6)	30.0% (15)	30.0% (15)
Other Benefits	N=12	N=9	N=16	N=13	N=50	N=50
Employee assistance (EAP)	50.0% (6)	0.0% (0)	12.5% (2)	23.1% (3)	22.0% (11)	22.0% (11)
Travel reimbursement	91.7% (11)	100% (9)	100% (16)	69.2% (9)	90.0% (45)	70.0% (35)
Tuition reimbursement	8.3% (1)	0.0% (0)	0.0% (0)	23.1% (3)	8.0% (4)	4.0% (2)
Professional membership dues	41.7% (5)	33.3% (3)	43.8% (7)	30.8% (4)	38.0% (19)	40.0% (20)
Cell phone purchase or expenses	50.0% (6)	88.9% (8)	56.3% (9)	53.8% (7)	60.0% (30)	52.0% (26)
Child care benefits	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Wellness programs	8.3% (1)	22.2% (2)	12.5% (2)	15.4% (2)	14.0% (7)	12.0% (6)
Support attaining / keeping licensure (CEUs, etc.)	25.0% (3)	44.4% (4)	18.8% (3)	30.8% (4)	28.0% (14)	24.0% (12)
Training / conference attendance	91.7% (11)	100% (9)	100% (16)	69.2% (9)	90.0% (45)	90.0% (45)
Workplace flexibility, telecommuting, etc.	83.3% (10)	77.8% (7)	100% (16)	76.9% (10)	86.0% (43)	84.0% (42)
None of the above	8.3% (1)	0.0% (0)	0.0% (0)	23.1% (3)	8.0% (4)	6.0% (3)

Selected employee benefits were also examined by Chapter size, as indicated by Chapters' budgets. Benefits by Chapter budget are delineated in **Table 1.22**. Generally, the availability of medical insurance, retirement benefits, and other types of insurance increased as Chapter budgets increased. For medical and retirement benefits, this increase was most marked at the threshold of annual budgets below and above \$250,000. For example, 22% of Chapters with a budget less than \$250,000 provide medical insurance, while at least 75% of Chapters in all other (higher) budget categories provide such benefits. The availability of benefits was also examined based on Chapters' membership size. Although the availability of some benefits was also very roughly correlated with membership size (e.g., a greater number of member CACs is roughly associated with more benefits offered to Chapter employees), there were fewer meaningful differences by membership size. Chapter budget is therefore a more useful benchmarking metric.

Table 1.22 Selected Benefits by Chapter Budget

	< 250K	251K- 500K	501K-1M	1-2M	2-5M	> 5M
Chapter Offers Medical Insurance	N=9	N=8	N=7	N=7	N=8	N=10
Yes	22.2% (2)	75.0% (6)	100% (7)	85.7% (6)	87.5% (7)	100% (10)
No	77.8% (7)	25.0% (2)	0.0% (0)	14.3% (1)	12.5% (1)	0.0% (0)
Types of Insurance Benefits Among Chapters Providing Insurance*	N=2	N=6	N=7	N=6	N=7	N=10
HMO	0.0% (0)	16.7% (1)	14.3% (1)	33.3% (2)	14.3% (1)	30.0% (3)
PPO	100% (2)	50.0% (3)	57.1% (4)	50.0% (3)	85.7% (6)	80.0% (8)
High deductible health plan	0.0% (0)	0.0% (0)	28.6% (2)	0.0% (0)	0.0% (0)	10.0% (1)
Other	0.0% (0)	33.3% (2)	14.3% (1)	16.7% (1)	0.0% (0)	10.0% (1)
Chapter Offers Health Care Spending Account (FSA, etc.)	N=9	N=8	N=7	N=7	N=8	N=10
Yes	11.1% (1)	0.0% (0)	42.9% (3)	57.1% (4)	37.5% (3)	40.0% (40)
No	88.9% (8)	100% (8)	57.1% (4)	42.9% (3)	62.5% (5)	60.0% (60)
Other Insurance	N=9	N=8	N=7	N=7	N=8	N=10
Life insurance	22.2% (2)	12.5% (1)	42.9% (3)	14.3% (1)	62.5% (5)	70.0% (7)
Long-term disability insurance	0.0% (0)	12.5% (1)	28.6% (2)	14.3% (1)	50.0% (4)	50.0% (5)
Short-term disability insurance	11.1% (1)	12.5% (1)	0.0% (0)	14.3% (1)	50.0% (4)	40.0% (4)
Dental insurance	22.2% (2)	37.5% (3)	71.4% (5)	85.7% (6)	87.5% (7)	90.0% (9)
Vision insurance	33.3% (3)	25.0% (2)	57.1% (4)	71.4% (5)	50.0% (4)	90.0% (9)
Personal liability insurance	0.0% (0)	0.0% (0)	0.0% (0)	14.3% (1)	0.0% (0)	10.0% (1)
None of the above	66.7% (6)	62.5% (5)	14.3% (1)	14.3% (1)	12.5% (1)	0.0% (0)
Chapter Offers Retirement Plans	N=9	N=8	N=7	N=7	N=8	N=10
Yes	33.3% (3)	87.5% (7)	100% (7)	100% (7)	100% (8)	100% (10)
No	66.7% (6)	12.5% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Types of Retirement Plans*	N=3	N=7	N=7	N=7	N=8	N=10
Defined benefit pension plan	33.3% (1)	0.0% (0)	14.3% (1)	0.0% (0)	0.0% (0)	10.0% (1)
401(k)	33.3% (1)	28.6% (2)	42.9% (3)	42.9% (3)	25.0% (2)	40.0% (4)
403(b)	33.3% (1)	28.6% (2)	28.6% (2)	14.3% (1)	12.5% (1)	0.0% (0)
SEP (Simplified Employee Pension)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	37.5% (3)	20.0% (2)
Other	0.0% (0)	42.8% (3)	14.3% (1)	42.9% (3)	25.0% (2)	40.0% (4)

*More than one type of medical insurance and retirement benefit may apply.

Budget

Table 1.23 describes Chapter budgets nationally and by region and is inclusive of both pass-through and non-pass-through organizations. Nationally, the average Chapter budget grew substantially between 2022 and 2024, largely due to increases in state appropriations. The overall mean budget for Chapters grew by nearly 18% since 2022, and this increase was most marked for Chapters who administer pass-through funds to member CACs. Concomitantly, budgets for Chapter employee salaries and benefits rose in 2024, although there was significant variation across regions. Chapters are increasingly instituting fund development plans, with half of Chapters reporting creation of these plans in 2024 compared to 48% in 2022 and 32% in 2019.

Table 1.23 Chapter Annual Budget by Region

	Midwest 2024	Northeast 2024	Southern 2024	Western 2024	National 2024	National 2022
Chapter Annual Budget	N=12	N=8	N=16	N=13	N=49	N=50
Mean*	\$2,694,066	\$1,812,409	\$9,113,519	\$1,317,262	\$4,280,995*	\$3,531,966
Median	\$496,121	\$946,675	\$4,060,390	\$332,472	\$1,014,349	\$899,012
Range	\$136,358 to \$18,411,364	\$206,160 to \$6,943,580	\$292,630 to \$87,080,279	\$127,534 to \$9,663,440	\$127,534 to \$87,080,279	\$83,260 to \$78,714,171
Total	\$32,328,787	\$14,499,273	\$145,816,308	\$17,124,408	\$209,768,776	\$176,598,304
Chapter Annual Budget, Employee Salaries	N=12	N=8	N=16	N=13	N=49	N=50
Mean	\$331,497	\$508,162	\$840,304	\$176,363	\$485,324	\$405,004
Median	\$257,930	\$440,461	\$436,773	\$106,560	\$313,213	\$275,670
Range	\$65,000 to \$811,667	\$89,259 to \$1,368,570	\$148,450 to \$5,529,624	\$0 to \$662,652	\$0 to \$5,529,624	\$0 to \$4,323,080
Total	\$3,977,970	\$4,065,301	\$13,444,486	\$2,292,721	\$23,780,856	\$20,250,203
Chapter Annual Budget, Employee Benefits	N=12	N=9	N=15	N=12	N=48	N=49
Mean	\$67,784	\$68,202	\$200,713	\$47,431	\$104,314	\$83,215
Median	\$48,557	\$50,934	\$97,000	\$19,842	\$48,360	\$35,604
Range	\$0 to \$228,469	\$13,491 to \$185,698	\$8,000 to \$1,447,313	\$0 to \$366,240	\$0 to \$1,447,313	\$0 to \$1,228,886
Total	\$813,411	\$613,818	\$3,010,694	\$569,172	\$5,007,094	\$4,077,517
Chapter Has Fund Development Plan	N=12	N=9	N=16	N=13	N=50	N=50
Yes	33.3% (4)	77.8% (7)	68.8% (11)	23.1% (3)	50.0% (25)	48.0% (24)
No	66.7% (8)	22.2% (2)	31.3% (5)	76.9% (10)	50.0% (25)	52.0% (26)

*The national mean budget without the \$87M outlier budget is \$2,556,010 in 2024.

PART 1: ORGANIZATION CAPACITY

Nearly half (46%) of Chapters administer pass-through funds, with Chapters in the Southern Region more likely to serve as pass-through agents. Pass-through dollars have increased considerably over the past five years, again largely due to increases in annual state appropriations to CACs. As noted in **Table 1.24**, Chapters are collectively administering an additional \$30 million in pass-through funds in 2024 compared to 2022. Current pass-through funds are nearly double the amount administered in 2019. Of the 23 Chapters administering pass-through funds in 2024, 22% (5) administer Victims of Crime Act (VOCA) funds, 35% (8) administer federal funding other than VOCA dollars, and 83% (19) administer state funds.

Table 1.24 Pass-Through Funding Over Time

Dollar Amount of Pass-Through Funding Administered by Chapter	N=23
Mean in 2024	\$6,818,955
Median in 2024	\$2,788,128
Range in 2024	\$34,449 to \$74,759,865
Total in 2024	\$156,835,968
<i>Total in 2022</i>	<i>\$125,409,816 (N=25)</i>
<i>Total in 2019</i>	<i>\$84,226,759 (N=31)</i>

In **Table 1.25** and **1.26**, Chapter budgets are broken down by pass-through status and number of FTE in Chapters, respectively. Chapters who serve as pass-through entities, on average, have more than 10 times the median budget of those who do not administer pass-through funds. Not surprisingly, Chapter budgets increase as FTE grows, with a marked threshold between 2 to 3 FTE.

Table 1.25 Chapter Budget by Pass-Through Status

	Pass-Through Organization	Non-Pass-Through
Chapter Annual Budget	N=23	N=26
Mean	\$8,438,128	\$603,531
Median	\$4,624,779	\$362,236
Range	\$264,213 to \$87,080,279	\$127,534 to \$2,010,444
Chapter Annual Budget, Employee Salaries	N=23	N=26
Mean	\$744,413	\$256,129
Median	\$440,754	\$162,332
Range	\$145,884 to \$5,529,624	\$0 to \$1,045,735
Chapter Annual Budget, Employee Benefits	N=21	N=26
Mean	\$182,075	\$43,834
Median	\$99,960	\$21,165
Range	\$13,491 to \$1,447,313	\$0 to \$297,660

Table 1.26 Budget by FTE

	2 or Fewer FTE	3-4 FTE	5-6 FTE	7 or More FTE
Chapter Annual Budget	N=17	N=9	N=7	N=16
Mean	\$270,579	\$1,863,076	\$3,778,004	\$10,122,201
Median	\$211,000	\$1,312,493	\$3,496,000	\$3,620,080
Range	\$127,534 to \$700,227	\$401,238 to \$6,572,283	\$838,102 to \$6,571,887	\$879,000 to \$87,080,279
Chapter Annual Budget, Employee Salaries	N=17	N=9	N=7	N=16
Mean	\$100,061	\$342,895	\$417,401	\$1,004,497
Median	\$89,259	\$236,322	\$427,000	\$685,713
Range	\$0 to \$190,000	\$148,450 to \$1,045,735	\$269,529 to \$577,692	\$327,268 to \$5,529,624
Chapter Annual Budget, Employee Benefits	N=17	N=9	N=7	N=16
Mean	\$10,921	\$68,544	\$82,117	\$241,980
Median	\$12,780	\$43,114	\$90,787	\$181,270
Range	\$0 to \$26,640	\$8,000 to \$297,660	\$45,786 to \$101,515	\$13,967 to \$1,447,313

Table 1.27 Funding Sources by Region

	Midwest 2024	Northeast 2024	Southern 2024	Western 2024	National 2024	National 2022
Proportion of Annual Budget by Source (Mean)	N=12	N=9	N=16	N=13	N=50	N=50
NCA	43.6%	23.5%	15.4%	54.5%	33.8%	33.0%
VOCA	7.6%	10.9%	11.3%	1.8%	7.9%	14.2%
Other federal funds	9.5%	12.7%	11.5%	9.1%	10.6%	12.9%
Regional CAC funds	0.0%	0.0%	6.1%	0.0%	1.9%	2.4%
State funds (e.g., legislative funding or contracts)	26.2%	38.0%	44.0%	27.7%	34.4%	26.0%
Local (municipal / county)	0.0%	0.4%	0.0%	0.0%	0.1%	0.1%
Individual donors	0.4%	1.4%	0.9%	1.4%	1.0%	0.9%
Corporate donors	0.0%	0.0%	0.2%	0.0%	0.1%	0.4%
Private grants / foundations	8.6%	3.7%	4.4%	2.6%	4.8%	4.7%
Product sales (e.g., training)	1.3%	0.0%	0.1%	0.2%	0.4%	0.7%
Member dues	2.1%	0.8%	1.6%	2.2%	1.7%	1.7%
Earned income	0.3%	0.1%	2.8%	0.5%	1.1%	0.3%
Special events	0.2%	3.2%	0.7%	0.0%	0.8%	1.0%
Other	0.3%	5.2%	1.0%	0.1%	1.3%	1.7%
Chapter Conducted Fundraising Campaign in Past Five Years	N=12	N=9	N=16	N=13	N=50	N=50
Yes	58.3% (7)	77.8% (7)	31.3% (5)	23.1% (3)	44.0% (22)	38.0% (19)
No	41.7% (5)	22.2% (2)	68.8% (11)	76.9% (10)	56.0% (28)	62.0% (31)

Table 1.27 breaks down the average proportion of Chapters' budgets composed of various funding sources. Notably, the proportion of Chapters' budgets from VOCA funds fell to about 8% in 2024 from over 14% in 2022. In actual dollars, this means that Chapters received \$16,571,733 in VOCA funds in 2024, compared to \$25,076,959 in 2022. The drop in VOCA and other federal funding was offset by a stark increase in state funds, which rose to comprise over 34% of Chapters' budgets nationally in 2024. More Chapters also engaged in fundraising campaigns in 2024 (44%) than in 2022 (38%).

Not charted in 1.27 are the percentage of Chapters who receive each type of funding. In brief, all Chapters receive funds through NCA, and across Chapters, these funds cover between less than 1% to 100% of Chapters' budgets. Roughly 42% of Chapters receive at least some VOCA funds, 76% receive some form of state funding, and 42% receive money from private grants and foundations. Most Chapters (74%) collect member dues, 22% hold special events, and 54% receive donations from individual donors.

Governance – Boards

Most State Chapter organizations have boards of directors (**Table 1.28**). The percentage of Chapters with boards has declined slightly since 2019, when 92% (46) Chapters had boards. On the other hand, boards are somewhat more interdisciplinary than in the past. In 2019, 64% of Chapter boards were comprised primarily by representatives from CACs; in 2024, less than half of Chapters' boards had a majority of CAC representatives.

Supplemental to information in **Table 1.28**: Of Chapters with boards in 2024, 22% have state agency representatives, 38% have representatives from partner community organizations, 44% have former or retired CAC employees, and 68% have general community members seated on their boards. A handful of Chapters have other members, including legislative representatives or heads of professional organizations. Nationally, 33% of Chapters with boards report difficulty filling seats, which is a decrease from the 43% of Chapters who reported this in 2022. Approximately 44% of Chapters with boards (20/45) report that CAC membership who are not on the board have the right to vote on bylaw changes, which is a similar proportion to 2022.

Table 1.28 Composition and Nature of Board of Directors by Region

	Midwest 2024	Northeast 2024	Southern 2024	Western 2024	National 2024	National 2022
Chapter Has Board of Directors	N=12	N=9	N=16	N=13	N=50	N=50
Yes	91.7% (11)	100% (9)	100% (16)	69.2% (9)	90.0% (45)	92% (46)
If Chapter Has Board, Composition	N=11	N=9	N=16	N=9	N=45	N=46
100% CAC/MDT members	18.2% (2)	0.0% (0)	6.3% (1)	11.1% (1)	8.9% (4)	10.9% (5)
75%-99% CAC/MDT members	9.1% (1)	11.1% (1)	18.8% (3)	22.2% (2)	15.6% (7)	19.6% (9)
50%-74% CAC/MDT members	18.2% (2)	33.3% (3)	12.5% (2)	33.3% (3)	22.2% (10)	13.0% (6)
25%-49% CAC/MDT members	27.3% (3)	11.1% (1)	25.0% (4)	22.2% (2)	22.2% (10)	28.3% (13)
1%-24% CAC/MDT members	18.2% (2)	22.2% (2)	31.1% (5)	0.0% (0)	20.0% (9)	19.6% (9)
100% community members	9.1% (1)	22.2% (2)	6.3% (1)	11.1% (1)	11.1% (5)	8.7% (4)
Percent of Board Members Contributing Financially	N=11	N=11	N=16	N=9	N=45	N=45
100%	9.1% (1)	88.9% (8)	31.3% (5)	22.2% (2)	35.6% (16)	28.9% (13)
50%-99%	27.3% (3)	0.0% (0)	25.0% (4)	11.1% (1)	17.8% (8)	28.9% (13)
Less than 50%	63.6% (7)	11.1% (1)	43.8% (7)	66.7% (6)	46.7% (21)	42.2% (19)
Frequency of Meeting	N=11	N=11	N=16	N=9	N=45	N=41
Monthly	9.1% (1)	33.3% (3)	12.5% (2)	22.2% (2)	17.8% (8)	19.5% (8)
3-6 times per year	90.9% (10)	66.7% (6)	87.5% (14)	66.7% (6)	80% (36)	80.5% (33)
1-2 times per year	0.0% (0)	0.0% (0)	0.0% (0)	11.1% (1)	2.2% (1)	0.0% (0)

Board roles and committees are described in **Table 1.29**. The responsibilities and committee structure of Chapters' boards did not change markedly since 2022. Slightly more boards engaged in strategic planning and committee work in 2024, and slightly fewer had funding oversight or a designated fund development committee. The distribution of various roles for board members is relatively similar across regions, with a few exceptions. Board members in the Northeast are more likely to play a fundraising role than in other regions, but less likely to serve as a resource for the Chapter director. Chapters in the Southern and Western Region were slightly more likely to have an executive committee as part of their board structure, and more Chapters in the Southern Region reported that their board has a finance committee than did Chapters in other regions. "Other" Board committees reported by Chapters nationally included board development, public relations / public awareness, board governance, outreach and advocacy, facilities, and membership development.

Table 1.29 Board Roles and Committees by Region

	Midwest 2024	Northeast 2024	Southern 2024	Western 2024	National 2024	National 2022
Roles/Responsibilities of Board	N=11	N=9	N=16	N=9	N=45	N=46
Strategic planning	100% (11)	100% (9)	100% (16)	88.9% (8)	97.8% (44)	91.3% (42)
Fundraising	36.4% (4)	100% (9)	62.5% (10)	33.3% (3)	57.8% (26)	58.7% (27)
Committees	72.7% (8)	100% (9)	100% (16)	77.8% (7)	88.9% (40)	80.4% (37)
Resource for Chapter director	100% (11)	55.6% (5)	87.5% (14)	88.9% (8)	84.4% (38)	84.8% (39)
Oversight of day-to-day operations	18.2% (2)	0.0% (0)	12.5% (2)	11.1% (1)	11.1% (5)	6.5% (3)
Operations (payroll, etc.)	18.2% (2)	0.0% (0)	0.0% (0)	22.2% (2)	8.9% (4)	4.3% (2)
Oversight of funding	63.6% (7)	55.6% (5)	68.8% (11)	44.4% (4)	60.0% (27)	69.6% (32)
Voting privileges	90.9% (10)	88.9% (8)	100% (16)	77.8% (7)	91.1% (41)	91.3% (42)
Other	0.0% (0)	0.0% (0)	6.3% (1)	0.0% (0)	2.2% (1)	0.0% (0)
If Board Has Committees, Which Ones?	N=8	N=9	N=16	N=7	N=40	N=37
Fund development	12.5% (1)	55.6% (5)	56.3% (9)	42.9% (3)	45.0% (18)	56.8% (21)
Public policy	62.5% (5)	44.4% (4)	56.3% (9)	71.4% (5)	57.6% (23)	62.2% (23)
Executive committee	75.0% (6)	77.8% (7)	100% (16)	100% (7)	90.0% (36)	94.6% (35)
Finance	50.0% (4)	77.8% (7)	93.8% (15)	57.1% (4)	75.0% (30)	70.3% (26)
Marketing	12.5% (1)	33.3% (3)	18.8% (3)	0.0% (0)	17.5% (7)	35.1% (13)
Training and technical assistance	12.5% (1)	22.2% (2)	12.5% (2)	42.9% (3)	20.0% (8)	29.7% (11)
Other	37.5% (3)	22.2% (2)	37.5% (6)	14.3% (1)	30.0% (12)	29.7% (11)

Finally, the composition and nature of Chapter boards were analyzed by Chapter budget, as summarized in **Table 1.30**. Generally, smaller Chapters were more likely to report that their boards were comprised largely of CAC staff and MDT partners. Further analysis suggests that the composition of boards is very loosely associated with Chapter budget, though this should not be interpreted as a causal relationship. Chapters with exclusively CAC/MDT-member boards had an average annual budget of \$897,475, and Chapters with exclusively community boards had an average annual budget of \$1,292,897. Chapters with a more even mix of CAC/MDT and community members on their boards tend to also have higher average budgets, which, on average, exceed \$2,000,000. Across many board roles, responsibilities, and committee structures, however, there were fewer clear patterns of difference between Chapters in different budget categories.

Table 1.30 Board Composition and Function by Chapter Budget

	<250K	251K-500K	501K-1M	1-2M	2-5M	>5M
Chapter Has Board of Directors	N=9	N=8	N=7	N=7	N=8	N=10
Yes	77.8% (7)	87.5% (7)	85.7% (6)	100% (7)	100% (8)	90% (9)
If Chapter Has Board, Composition	N=7	N=7	N=6	N=7	N=8	N=9
100% CAC/MDT members	28.6% (2)	14.3% (1)	0.0% (0)	0.0% (0)	12.5% (1)	0.0% (0)
50%-99% CAC/MDT members	42.9% (3)	71.4% (5)	50.0% (3)	42.9% (3)	12.5% (1)	44.4% (4)
0%-49% CAC/MDT members	28.6% (2)	14.3% (1)	50.0% (3)	57.1% (4)	75.0% (6)	55.5% (5)
Roles/Responsibilities of Board	N=7	N=7	N=6	N=7	N=8	N=9
Strategic planning	85.7% (6)	100% (7)	100% (6)	100% (7)	100% (8)	100% (9)
Fundraising	57.1% (4)	42.9% (3)	100% (6)	42.9% (3)	50.0% (4)	55.6% (5)
Committees	85.7% (6)	85.7% (6)	83.3% (5)	85.7% (6)	87.5% (7)	100% (9)
Resource for Chapter director	71.4% (5)	100% (7)	100% (6)	71.4% (5)	87.5% (7)	88.9% (8)
Oversight of day-to-day operations	28.6% (2)	14.3% (1)	0.0% (0)	14.3% (1)	0.0% (0)	11.1% (1)
Operations (payroll, etc.)	28.6% (2)	14.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	11.1% (1)
Oversight of funding	57.1% (4)	28.6% (2)	33.3% (2)	85.7% (6)	62.5% (5)	77.8% (7)
Voting privileges	85.7% (6)	100% (7)	83.3% (5)	100% (7)	87.5% (7)	100% (9)
If Board Has Committees, Which Ones?	N=7	N=7	N=6	N=7	N=8	N=9
Fund development	42.9% (3)	14.3% (1)	66.7% (4)	42.9% (4)	25.0% (2)	55.6% (5)
Public policy	28.6% (2)	85.7% (6)	33.3% (2)	71.4% (5)	37.5% (3)	55.6% (5)
Executive committee	71.4% (5)	71.4% (5)	83.3% (5)	85.7% (6)	87.5% (7)	88.9% (8)
Finance	57.1% (4)	14.3% (1)	66.7% (4)	85.7% (6)	75.0% (6)	88.9% (8)
Marketing	14.3% (1)	14.3% (1)	16.7% (1)	28.6% (2)	12.5% (1)	11.1% (1)
Training and technical assistance	42.9% (3)	28.6% (2)	0.0% (0)	28.6% (2)	0.0% (0)	11.1% (1)



Advisory boards

The proportion of Chapters with advisory boards has not changed markedly since 2022. The membership and nature of Chapters' advisory boards is summarized in **Table 1.31**. These were not broken out by region because of the small number of Chapters with advisory boards. "Other" advisory board roles mentioned by Chapters include advising the board of directors and providing input on projects and public policy issues. Of the eight Chapters with advisory board committees, 75% (6) have public policy committees, 50.0% (4) have training/technical assistance committees, 25% (2) have executive committees, 25.0% (2) have fund development committees. In terms of meeting frequency, 35.7% (5) of the advisory boards meet monthly, with the remainder meeting between two to six times per year.

Table 1.31 Advisory Board Membership and Roles

Chapter Has Advisory Board	National 2024 (N=50)	National 2022 (N=50)
Yes	28.0% (14)	30.0% (15)
No	72.0% (36)	70.0% (35)
Membership of Advisory Board	N=14	N=15
CAC directors	78.6% (11)	86.7% (13)
CAC staff members	21.4% (3)	26.7% (4)
MDT members	35.7% (5)	40.0% (6)
Community members	35.7% (5)	33.3% (5)
Umbrella agency representation	21.4% (3)	20.0% (3)
Other	14.3% (2)	6.7% (1)
Roles/Responsibilities of Advisory Board	N=14	N=15
Strategic planning	78.6% (11)	80.0% (12)
Fundraising	21.4% (3)	6.7% (1)
Committee work	57.1% (8)	60.0% (9)
Resource for Chapter director	71.4% (10)	86.7% (13)
Oversight of day-to-day operations	14.3% (2)	6.7% (1)
Operations (payroll, etc.)	7.1% (1)	0.0% (0)
Oversight of funding	21.4% (3)	13.3% (2)
Voting privileges	35.7% (5)	53.3% (8)
Other	28.6% (4)	26.7% (4)

Administrative Systems and Data Tracking

Chapters were asked to describe their infrastructure and approach to data management and activity tracking. Nationally, there was a marked increase over the past two years in the use of software to track project management (up to 58% of Chapters in 2024, from 42% in 2022), donor management (up to 44% in 2024, from 38% in 2022), and training and technical assistance (TTA) tracking (up to 76% in 2024, from 56% in 2022). Use of software to track various activities varied widely by region as described in **Table 1.34**. Fewer trends were noted in the use and type of statewide case tracking systems; roughly similar numbers of Chapters make use of statewide systems. Among those using statewide systems, there was a 100% increase in the number of Chapters whose systems tie directly to child protective services (CPS) data, from roughly 10% in 2022 to over 20% in 2024.

Table 1.34 Data Systems by Region

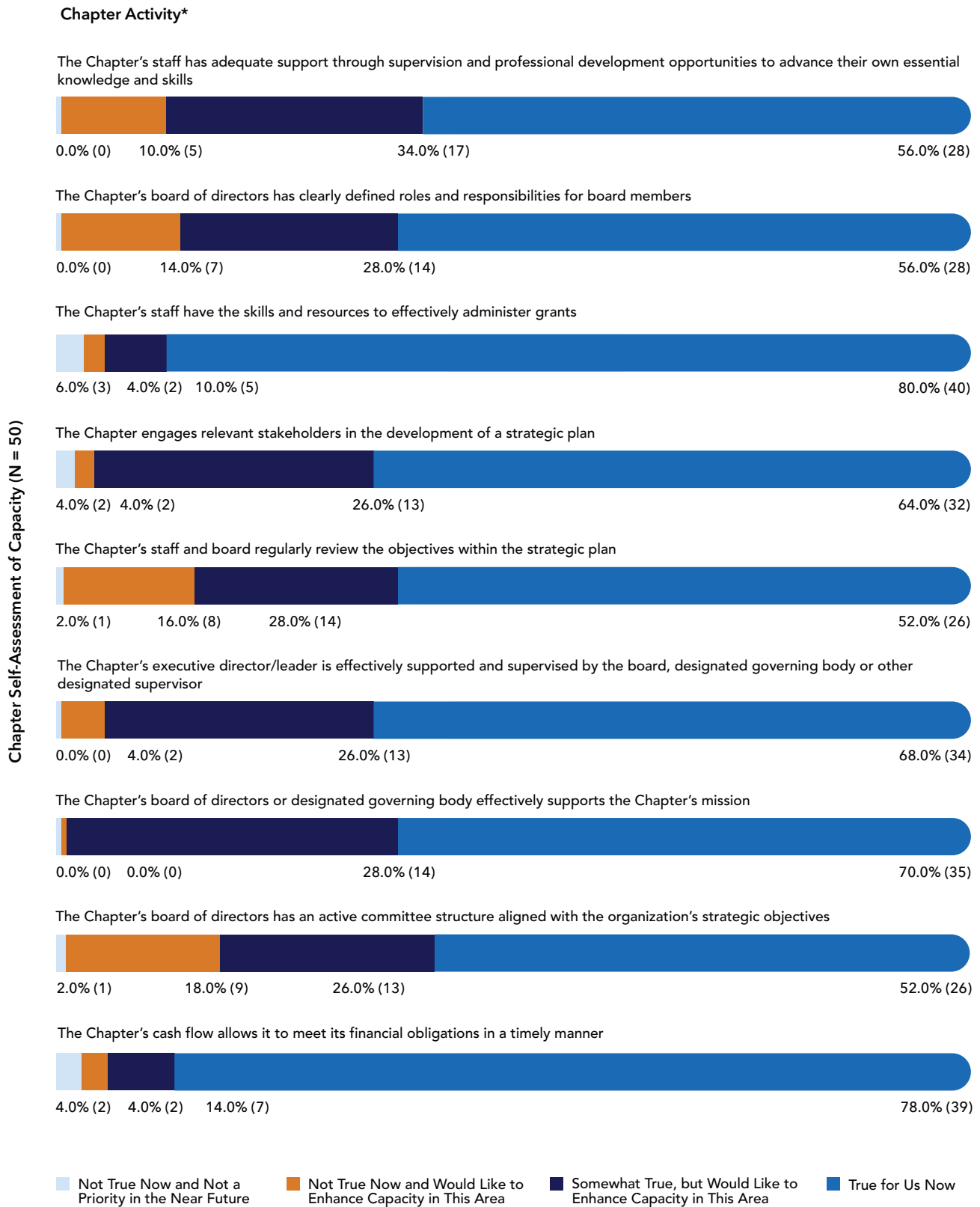
	Midwest 2024	Northeast 2024	Southern 2024	Western 2024	National 2024	National 2022
Activities Tracked With Software	N=12	N=9	N=16	N=13	N=50	N=50
Project management	75.0% (9)	33.3% (3)	75.0% (12)	38.5% (5)	58.0% (29)	42.0% (21)
Donor management	33.3% (4)	88.9% (8)	56.3% (9)	7.7% (1)	44.0% (22)	38.0% (19)
Tracking TTA	83.3% (10)	66.7% (6)	87.5% (14)	61.5% (8)	76.0% (38)	56.0% (28)
Other	16.7% (2)	22.2% (2)	37.5% (6)	0.0% (0)	20.0% (10)	26.0% (13)
None	0.0% (0)	11.1% (1)	12.5% (2)	30.8% (4)	14.0% (7)	28.0% (14)
Chapter Has Statewide Case Tracking Database	N=12	N=9	N=16	N=13	N=50	N=49
Yes, Chapter offers statewide database	50.0% (6)	55.6% (5)	81.3% (13)	38.5% (5)	58.0% (29)	58.0% (29)
No, CACs select own system	50.0% (6)	44.4% (4)	18.8% (3)	61.5% (8)	42.0% (21)	40.0% (20)
If Yes, What System?	N=6	N=5	N=13	N=5	N=29	N=29
NCAtrak	66.7% (4)	40.0% (2)	23.1% (3)	40.0% (2)	38.0% (11)	41.4% (12)
Collaborate	16.7% (1)	20.0% (1)	46.2% (6)	20.0% (1)	31.0% (9)	34.5% (10)
Other	16.7% (1)	40.0% (2)	30.8% (4)	40.0% (2)	31.0% (9)	21.7% (7)
What Percent of Member CACs Use the System?	N=6	N=5	N=13	N=5	N=29	N=29
100%	50.0% (3)	80.0% (4)	69.2% (9)	80.0% (4)	69.0% (20)	62.1% (18)
76%-99%	16.7% (1)	20.0% (1)	30.8% (4)	0.0% (0)	20.7% (6)	24.1% (7)
75% or less	33.3% (2)	0.0% (0)	0.0% (0)	20.0% (1)	10.3% (3)	13.7% (4)
Chapter Has Direct Access to Statewide Data, of Chapters With Statewide System	100.0% (6)	60.0% (3)	84.6% (11)	80.4% (4)	82.8% (24)	79.3% (23)
Statewide Case Database Directly Tied to CPS Data, of Chapters With Statewide System	16.7% (1)	0.0% (0)	38.5% (5)	0.0% (0)	20.7% (6)	10.3% (3)

Organizational Capacity – Chapter Activities and Characteristics

As part of the Chapter Needs Assessment portion of the 2024 survey, Chapters were asked to identify their current capacity and self-identified growth areas with respect to core components of each of the Chapter Accreditation Standards.

Table 1.35 details Chapters' responses regarding core components of Organizational Capacity. Specifically, Chapters identified both current capacity and priorities for enhancing capacity in the near term. Chapters were most likely to report that they had full capacity to administer grants (80% of Chapters), meet financial obligations in a timely manner (78% of Chapters) and that their board of directors effectively supports the Chapter's mission (70% of Chapters). Priority areas for capacity growth (inclusive of Chapters who both do and do not have at least some current capacity in these areas) were enhancing staff development opportunities (44% of Chapters), regularly reviewing strategic plans with staff and board members (44% of Chapters) and building an active committee structure on the board (44% of Chapters).

Table 1.35 Organizational Capacity – Chapter Activities and Characteristics



*Some rows do not total to 100% because Chapters could also select "unsure" or skip a question.

Chapter Comments: Organizational Capacity Strengths and Needs

Finally, Chapters commented on their strengths regarding organizational capacity. Across submissions, three main themes emerged:

- Several Chapters pointed to their boards as particular organizational strengths, reporting that their boards are *“strong,” “engaged,” “committed to the mission,”* and *“supportive of the director.”*
- Several Chapters highlighted the strengths of their staff, noting that recent increases in staffing levels have solidified and elevated their financial and grants management activities in particular. Chapters variably noted that they *“have the right people in the right seats,”* and that they have *“experienced teams with multiple levels of professional experience.”*
- A few Chapters reported that their organizations are on strong financial footing, with solid financial reserves, fiscal management practices, and grants management capacity and expertise.

Chapters also reported on their greatest concerns and self-identified domains for improvement in the realm of organizational capacity. Three common themes emerged:

- The most common concern was related to funding. Chapters noted that exclusively grant- and reimbursement-based funding can be unpredictable and challenging for cash flow, and that greater capacity for raising unrestricted funds is a priority. Further, Chapters noted that instability in federal funding for CACs can challenge Chapters’ capacity to focus on supporting CAC development and functioning as fund development takes greater priority.
- Several Chapters noted that board recruitment is an ongoing project. Particular priorities include diversifying boards in terms of expertise and for-profit representation.
- A few Chapters noted that the expansion of Chapter activities and staffing growth involve a learning curve, and that establishing adequate staffing and staffing structures to cover all Chapters activities is a challenge. As one Chapter noted, *“Because of the emphasis on expanding services and providing more support for centers, its leadership became stretched beyond limits.”*

Membership

Chapters provide support to emerging and existing CACs in their state. Accredited Chapters “have defined membership categories, eligibility criteria, and organizational authority and a process for application and renewal of membership status. Membership categories and eligibility requirements are congruent with and inclusive of NCA membership categories and recognize and reflect the ongoing development processes among Children’s Advocacy Centers and multidisciplinary teams. The Chapter facilitates ongoing networking opportunities among its membership statewide.” (*NCA Standards for Accredited Chapter Members, 2020*).

This section summarizes findings regarding the size of Chapters’ membership bodies, their approach to and use of membership dues, membership engagement, and Chapter activities in support of membership.

Chapter Membership Size and Dues Structure

Table 2.1 details Chapters’ membership size, dues structure, and use of membership dues. The number of member CACs varies significantly across Chapters and regions. Nationally, the median number of CACs served by Chapters is 17, with a range of 1-70 CACs. Chapters reported slightly fewer CACs in their total membership in 2024 than in 2022. Since 2022, two more Chapters have shifted from a flat rate approach for membership dues to a tiered dues structure. Among the 16 Chapters using a flat rate approach, the median amount charged per year is \$550. Chapters who administer pass-through funds and who have a flat membership rate tend to charge more (median=\$700, N=8) for membership dues than non-pass-through Chapters (median=\$450, N=8).

Of Chapters with tiered structures, most tie the tiers to accreditation levels. Dues for affiliate or developing MDTs/ CACs range from approximately \$50 to \$600, and most associate member dues range from approximately \$150 to \$1000. Dues for accredited CACs vary widely and are also linked to CACs’ receipt of state funding in some states; the mid-range for accredited CACs runs from about \$300 to \$1000. Some Chapters link dues to CAC budget or to service numbers. Excluding outliers, the mid-range for dues among these Chapters ranges from about \$200 to \$1200.

Table 2.1 Membership Size and Annual Dues by Region

	Midwest 2024	Northeast 2024	Southern 2024	Western 2024	National 2024	National 2022
Number of Member CACs in Chapter	N=12	N=9	N=16	N=13	N=50	N=50
Mean	19	18	27	17	21	21
Median	15	12	22	18	17	17
Range	3-41	1-46	3-70	3-51	1-70	3-70
Total	226	163	437	219	1045	1070
Type of Membership Dues	N=12	N=9	N=16	N=13	N=50	N=50
Flat rate for all members	8.3% (1)	55.6% (5)	37.5% (6)	30.8% (4)	32.0% (16)	36.0% (18)
Tiered structure based on membership level, CAC size, or CAC budget	75.0% (9)	11.1% (1)	56.3% (9)	53.8% (7)	52.0% (26)	48.0% (24)
No dues charged	16.7% (2)	33.3% (3)	6.3% (1)	15.4% (2)	16.0% (8)	16.0% (8)
If Flat Rate, Dollar Amount	N=1	N=5	N=6	N=4	N=16	N=18
Mean	\$500	\$290	\$1375	\$1075	\$906	\$781
Median	\$500	\$250	\$825	\$1250	\$550	\$530
Range	\$500	\$150 to \$400	\$500 to \$4,500	\$300 to \$1,500	\$150 to \$4,500	\$150 to \$4,500
Activities Supported by Membership Dues	N=10	N=6	N=15	N=11	N=42	N=42
Legislative	70.0% (7)	33.3% (2)	73.3% (11)	72.7% (8)	66.7% (28)	57.1% (24)
Unrestricted	100% (10)	100% (6)	86.7% (13)	100% (11)	95.2% (40)	85.7% (36)
NCA dues	50.0% (5)	33.3% (2)	13.3% (2)	45.4% (5)	33.3% (14)	31.0% (13)
Audit	60.0% (6)	16.7% (1)	13.3% (2)	45.4% (5)	33.3% (14)	21.4% (9)
Meeting expenses	60.0% (6)	16.7% (1)	60.0% (9)	72.7% (8)	57.1% (24)	57.1% (24)
Chapter operations (e.g., staffing)	20.0% (2)	33.3% (2)	20.0% (3)	27.3% (3)	23.8% (10)	19.0% (8)
Cash match for VOCA	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Training programs	20.0% (2)	0.0% (0)	26.7% (4)	0.0% (0)	14.3% (6)	14.3% (6)
Other	10.0% (1)	16.7% (1)	6.7% (1)	18.2% (2)	11.9% (5)	9.5% (4)

Chapters' approach to membership dues was also analyzed by membership size (Table 2.2). In general, Chapters with a larger membership were more likely to use a tiered dues approach than were Chapters with fewer members, particularly in Chapters with 20 or more member CACs.

Table 2.2 Membership Dues by Membership Size and Pass-Through Status

	1-6 Members	7-13 Members	14-19 Members	20-30 Members	31+ Members
Type of Membership Dues	N=8	N=10	N=12	N=8	N=12
Flat rate for all members	12.5% (1)	50.0% (5)	66.7% (8)	12.5% (1)	8.3% (1)
Tiered structure based on membership level, CAC size, or CAC budget	37.5% (3)	30.0% (3)	33.3% (4)	62.5% (5)	91.7% (11)
No dues charged	50.0% (4)	20.0% (2)	0.0% (0)	25.0% (2)	0.0% (0)
If Flat Rate, Dollar Amount	N=1	N=5	N=8	N=1	N=1
Mean	\$300	\$410	\$1362	\$850	\$400
Median	\$300	\$250	\$900	\$850	\$400
Range	\$300 to \$300	\$150 to \$1,000	\$500 to \$4,500	\$850 to \$850	\$400 to \$400

Member Engagement

Chapters were asked about the frequency of membership meetings and the degree of membership engagement with the Chapter; findings are summarized in **Table 2.3**. A majority of Chapters (60%) meet with their membership at least every other month, which is a slight increase since 2022. Chapters' assessment of the degree of their member CACs' engagement did not change since 2022; 62% of Chapters report that CACs in their state are highly engaged and are regular, active participants in Chapter-organized meetings.

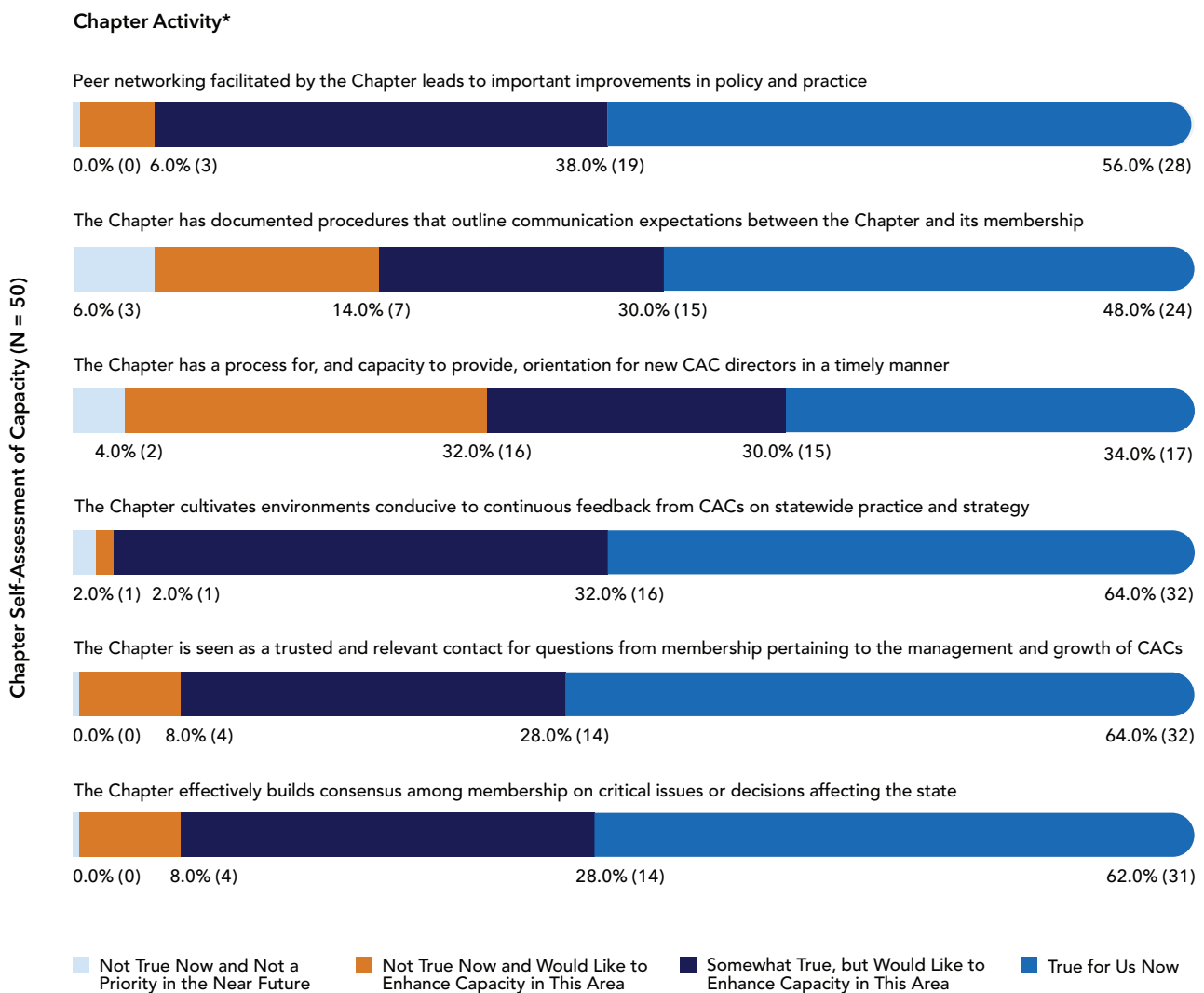
Table 2.3 Frequency and Level of Member Engagement by Region

	Midwest 2024	Northeast 2024	Southern 2024	Western 2024	National 2024	National 2022
How Often Does Chapter Membership Come Together?	N=12	N=9	N=16	N=13	N=50	N=50
Monthly	41.7% (5)	66.7% (6)	37.5% (6)	46.2% (6)	46.0% (23)	38.0% (19)
Every other month	33.3% (4)	0.0% (0)	6.3% (1)	15.4% (2)	14.0% (7)	16.0% (8)
Quarterly	25.0% (3)	22.2% (2)	37.5% (6)	30.8% (4)	30.0% (15)	26.0% (13)
Every six months	0.0% (0)	0.0% (0)	6.3% (1)	0.0% (0)	2.0% (1)	4.0% (2)
Annually	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	2.0% (1)
Other	0.0% (0)	11.1% (1)	12.5% (2)	7.7% (1)	8.0% (4)	22.0% (11)
Level of Membership Engagement	N=12	N=9	N=16	N=13	N=50	N=49
Low; despite Chapter's best efforts, many members do not engage	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Medium; most members attend meetings, are active participants, and are in contact with Chapter	50.0% (6)	22.2% (2)	18.8% (3)	53.8% (7)	36.0% (18)	34.7% (17)
High; virtually all members are consistently engaged in meetings and with Chapter	50.0% (6)	77.8% (7)	81.3% (13)	46.2% (6)	62.0% (32)	65.3% (32)

Membership Activities – Chapter Capacity

Chapters were also asked to self-assess their current capacity with respect to several membership-related services and activities, and to identify priorities for further growth. As described in **Table 2.4**, areas of particular strength for Chapters included cultivating environments that facilitate feedback from member CACs (64% of Chapters report that this is currently true for them), being seen as a trusted resource (64% of Chapters) and the ability to build consensus among membership on critical issues (62% of Chapters). Priority arenas in which Chapters identified wanting to develop additional capacity included providing orientation and support for new CAC directors (62% of Chapters identified this as a need), offering peer networking opportunities (44% of Chapters) and codifying procedures regarding communication expectations between Chapters and membership (44% of Chapters).

Table 2.4 Membership Activities – Chapter Capacity



*Some rows do not total to 100% because Chapters could also select “unsure” or skip a question.

Chapter Comments: Membership Strengths and Needs

Finally, Chapters provided open-ended comments in which they identified both areas of particular strength and growth opportunities or concerns related to their membership work. Four main themes emerged among the strengths identified across Chapters.

- Chapters play a key role in fostering connections, networking, opportunities for collaboration, and multiple creative mechanisms for interaction among their member CACs. Chapters noted that this strong membership engagement results in significant information sharing, cross-training and cross-fertilization, mutual support, and consensus-building. As one Chapter reported, *“These connections have not only nurtured professional relationships but have also become the foundation for mentorship opportunities.”*
- Chapters are responsive, accessible, and highly communicative, and are perceived as supportive and as trusted sources of information and guidance.
- Chapters regularly solicit feedback and provide multiple avenues for their membership to have input into Chapter priorities and to share information with Chapters about what is needed and helpful.
- Chapters provide critical training, technical assistance, and programming for their members.

Areas of growth with respect to membership fell roughly into five primary themes:

- Several Chapters noted that having the capacity to meet CAC needs as the field grows in size and complexity is an ongoing challenge. Chapters also have several newer initiatives/goals (such as training initiatives, new arenas of technical assistance, or goals related to meeting frequency) which sometimes outstrip their current capacity and staffing levels. As one Chapter noted, *“The more the Chapter provides, the more that is expected.”*
- Many Chapters noted that they feel very successful at engaging CAC leaders and directors but would like to have increased contact and relationship with all CAC staff, with umbrella organization personnel, and with boards of directors.
- A handful of Chapters reported that providing orientations and ongoing support for new CAC directors is both a priority and a growth area.
- A few Chapters noted that finding ways to maintain the same level of connection, relationship, and engagement in an increasingly virtual work world is an emerging challenge.
- A few Chapters reported that revisiting the membership renewal process, membership structure, and dues schedule are emerging priorities.



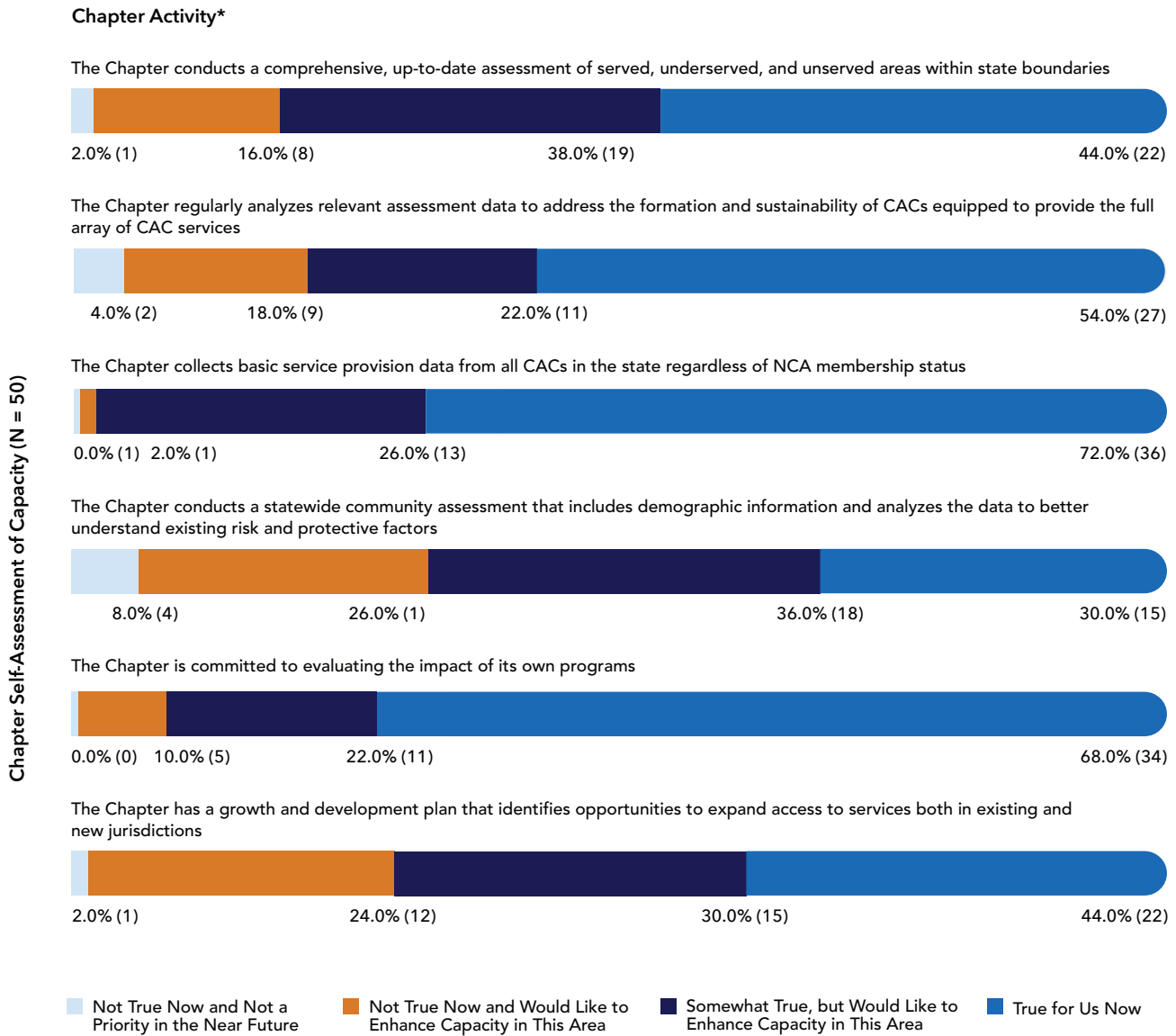
PART 3

Growth and Development

Growth and Development Activities – Chapter Capacity

Chapter organizations foster the growth and development of CACs and service coverage in their state. Accordingly, the Chapter Accreditation Standards note that Chapters “conduct an annual assessment of served, underserved, and unserved areas within its state boundaries.” As in other arenas, Chapters were asked to assess their current capacity and priority areas of capacity development in key domains pertaining to the growth and development of the Children’s Advocacy Center field. As detailed in **Table 3.1**, Chapters noted that particular strengths in terms of current capacity include collecting service provision data from CACs (72% of Chapters are at full capacity for this activity) and maintaining a commitment to evaluating Chapter programs (68% of Chapters). Priority growth areas included strengthening the Chapters’ approach to statewide community assessment (62% of Chapters indicated a desire to expand capacity in this area).

Table 3.1 Growth and Development Activities - Chapter Capacity



*Some rows do not total to 100% because Chapters could also select "unsure" or skip a question.

Chapter Comments: Growth and Development Strengths and Needs

When asked to describe strengths in the Chapter and state's growth and development, three main themes emerged from Chapters' open-ended comments:

- Several Chapters noted that they are now at, or very near to, complete geographic coverage of their respective states with CAC services. Many other Chapters commented on the successful expansion of the CAC model into new jurisdictions over the past few years.
- About half of Chapters who responded to this question noted that they are continuing to enhance data collection and their use of data to track services, service coverage, needs, and progress toward Chapter and state-wide goals.
- A few Chapters commented that they are enhancing the extent to which they use a comprehensive approach to working with CACs and understanding their needs. One Chapter noted, *"We are considering CAC support through a more holistic and foundational lens. That is to say, we recognize the critical importance of helping CACs build toward or maintain organizational capacity in order to better provide and grow programs and services."*

In many respects, the priority growth areas identified by Chapters reflected their desire to continue to enhance the strengths they identified. Challenges identified by Chapters coalesced into three primary themes:

- A handful of Chapters noted that unpredictable or inadequate state and federal funding can undermine the establishment of new CACs, since sustaining funding may not be available beyond costs associated with the initial build-out of new centers.
- Several Chapters expressed a need for resources and capacity associated with data collection and analysis in their state. As one Chapter stated, *"We do not have capacity for major data analysis, nor capacity to use the information learned from data."*
- As in other domains, several Chapters again noted that funding and resources constraints circumscribe the extent to which they can pursue all growth and development goals.



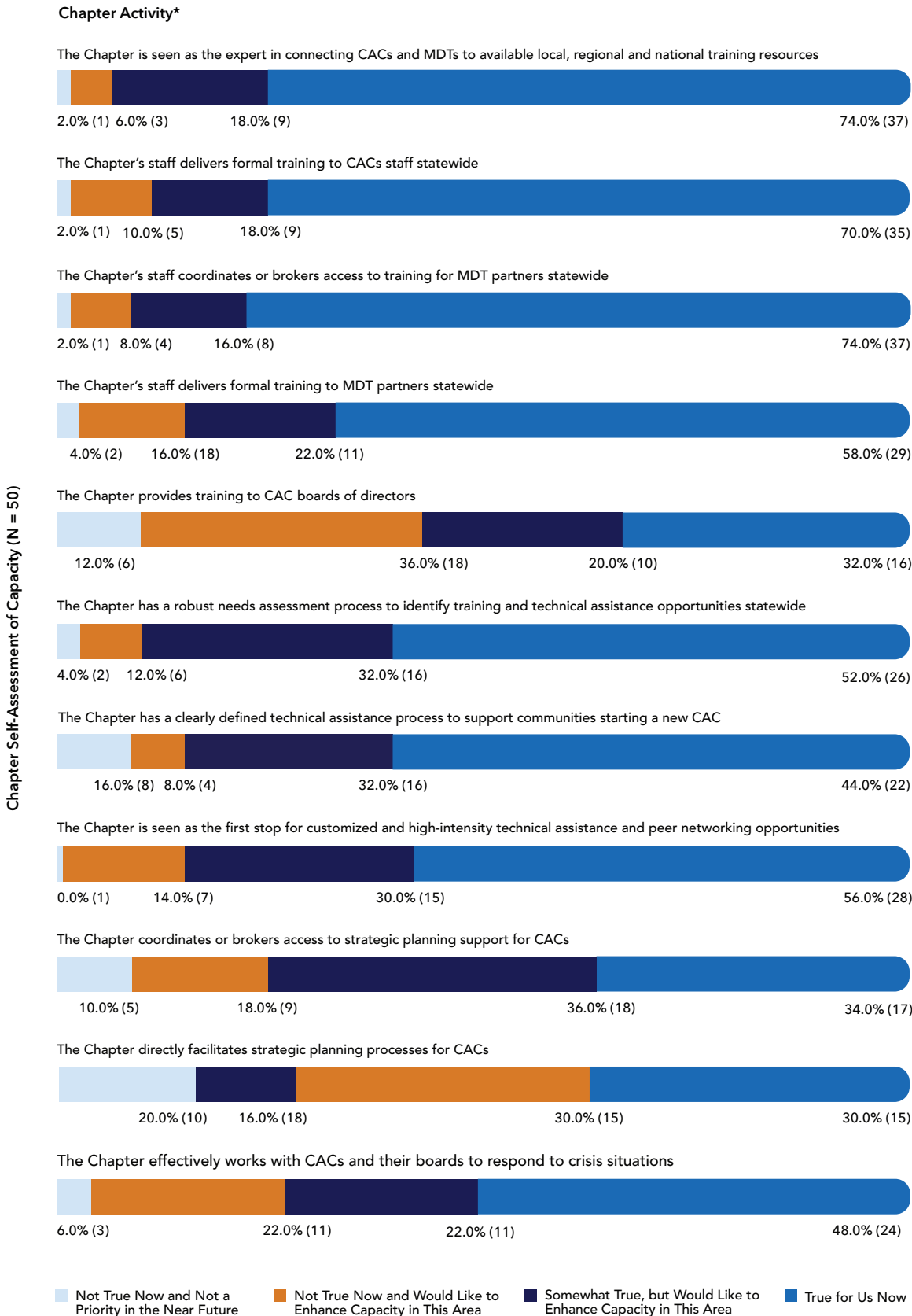
PART 4

Training and Technical Assistance

Training and Technical Assistance Activities — Chapter Capacity

A core role of Chapters is to “identify and address the evolving training and technical assistance needs of existing and emerging Children’s Advocacy Centers throughout the state.” (NCA, 2020). Chapters were asked to assess their current capacity and priorities for growth in key domains of providing statewide training and technical assistance (TTA). Chapter responses are described in **Table 4.1**. Areas of particular strength for Chapters include their expertise in connecting CACs and MDTs to appropriate training, as well as coordinating and brokering training (74% of Chapters reported full capacity for each of these activities). Chapter-identified priorities for continued growth included having the capacity to provide training for CAC boards (56% of Chapters expressed the desire for some growth in this area), and to broker support for strategic planning (54% of Chapters) or facilitating strategic planning with CACs (46% of Chapters).

Table 4.1 Training and Technical Assistance – Chapter Capacity



*Some rows do not total to 100% because Chapters could also select "unsure" or skip a question.

Types of Training and Technical Assistance Provided

Chapters were asked to identify the topics of the training opportunities they provide or sponsor in their state. Nationally, most Chapters provide access to training on nearly all topics described in **Table 4.2**, and availability is especially high for training for victim advocates (90%), forensic interviewers (88%), and on MDT facilitation (88%). “Other” training topics mentioned included; the commercial sexual exploitation of children (CSEC), board facilitation, conflict resolution, problematic sexual behaviors, mandated reporting, cybersecurity, and HIPAA, the Health Insurance Portability and Accountability Act. There was a slight decline in the proportion of Chapters providing training on some topics since 2022.

Table 4.2 also lists the percentage of Chapters who provide statewide prevention programming; this proportion has increased to 44% of Chapters in 2024 from 40% in 2022. Of Chapters with a statewide prevention program, 73% (16) have a mandated reporter training, 68% (15) support prevention education for adults, 59% (13) support community awareness campaigns, and 50% (11) support school-based prevention education. All of these percentages are identical to 2022 data, with the exception of mandated reporter training—more Chapters are sponsoring this type of state-wide education in 2024 than in the past.

Table 4.2 Training Topics and Prevention Programming by Region

	Midwest 2024	Northeast 2024	Southern 2024	Western 2024	National 2024	National 2022
Chapter Provides or Sponsors Training	N=12	N=9	N=16	N=13	N=50	N=50
Forensic interviewing	83.3% (10)	88.9% (8)	87.5% (14)	92.3% (12)	88.0% (44)	94.0% (47)
MDT facilitation	66.7% (8)	88.9% (8)	87.5% (14)	76.9% (10)	80.0% (40)	82.0% (41)
Mental health services	58.3% (7)	55.6% (5)	75.0% (12)	76.9% (10)	68.0% (34)	82.0% (41)
Medical services	66.7% (8)	44.4% (4)	68.8% (11)	53.8% (7)	60.0% (30)	62.0% (31)
Victim advocacy	91.7% (11)	88.9% (8)	93.8% (15)	84.6% (11)	90.0% (45)	86.0% (43)
Vicarious trauma, secondary traumatic stress, burnout	75.0% (9)	77.8% (7)	81.3% (13)	61.5% (8)	74.0% (37)	74.0% (37)
Teleservices	16.7% (2)	22.2% (2)	12.5% (2)	15.4% (2)	16.0% (8)	Not asked
Other	33.3% (4)	44.4% (4)	37.5% (6)	7.7% (1)	30.0% (15)	46.0% (23)
Chapter Has Active Statewide Prevention / Education Program	N=12	N=9	N=16	N=13	N=50	N=50
Yes	41.7% (5)	88.9% (8)	43.8% (7)	15.4% (2)	44.0% (22)	40.0% (20)
No	58.3% (7)	11.1% (1)	56.3% (9)	84.6% (11)	56.0% (28)	60.0% (30)

Statewide Conferences

Nationally, 50% (25) of Chapters host an annual state conference, up from 44% in 2022 and 42% in 2019. Of those hosting conferences, 20% (5) do so in partnership with another agency, and 80% (20) are the sole host. Attendance ranges from 100 to 800 registrants across Chapter conferences, with a median attendance of approximately 350 participants. Target audience members include law enforcement, child welfare workers, criminal justice professionals, medical providers, CAC staff, forensic interviewers, and mental health providers, with over 75% of all conference-hosting Chapters identifying all of these disciplines as primary audiences. Less commonly identified target audience members included community members, guardian ad litem, researchers, and CAC or Chapter board members.

NCA Accreditation Support

Accreditation-related support is a key aspect of the training and technical assistance provided by Chapters. **Table 4.3** details Chapters' responses regarding the nature of their accreditation-related technical assistance to CACs, and about the role of accreditation on the state level and with respect of funding. As in 2022, most Chapters provided moderate or high amounts of accreditation-related training and technical assistance in their state in 2024 (82%). Accreditation is tied to receipt of state funds in 40% of states. In such states, 65% (13) have this codified in state statute, 10% (2) via a legislative rule, 55% (11) as a Chapter membership policy, and 50% (10) via policy at a state agency administering funds.

Table 4.3 NCA Accreditation Support

	Midwest 2024	Northeast 2024	Southern 2024	Western 2024	National 2024	National 2022
Level of Assistance Offered by Chapter for NCA Accreditation Support	N=12	N=9	N=16	N=13	N=50	N=50
Low; answer periodic questions	33.3% (4)	11.1% (1)	18.8% (3)	7.7% (1)	18.0% (9)	14.0% (7)
Medium; review applications and/or provide regular training and technical assistance	25.0% (3)	44.4% (4)	31.3% (5)	46.2% (6)	36.0% (18)	40.0% (20)
High; provide on-site review or TTA and provide training	41.7% (5)	44.4% (4)	50.0% (8)	46.2% (6)	46.0% (23)	46.0% (23)
NCA Accreditation Is Required for Receipt of State Funds	N=12	N=9	N=16	N=13	N=50	N=50
Yes	50.0% (6)	66.7% (6)	31.3% (5)	25.0% (4)	40.0% (20)	38.0% (19)
No	50.0% (6)	33.3% (3)	68.7% (11)	75.0% (12)	60.0% (30)	62.0% (31)

Chapter Comments: Training and Technical Assistance Strengths and Needs

In open-ended comments about their training and technical assistance-related successes, three primary themes arose:

- Several Chapters noted that building out capacity for training and technical assistance has been a recent priority, and that they have expanded both the availability and variety of trainings for CACs and MDTs in their respective states.
- Several Chapters reported that they prioritize training and technical assistance topics of importance to their state and nimbly provide new trainings to meet emerging needs. As one Chapter noted, *“While we offer regular trainings to membership, we are often developing new trainings to meet their specific needs and our members are comfortable coming to us for that.”*
- Several Chapters pointed to their accreditation technical assistance as a particular strength.

On-going challenges or future priorities identified by Chapters with respect to training and technical assistance coalesced into three main themes:

- Several Chapters reported the desire to expand training to include more tailored offerings. This included training for an expanded array of partners, including law enforcement, members of the judiciary, and child welfare, as well as enhancing training available to new CAC directors and senior staff.
- A few Chapters noted that turnover in the field, and particularly among CAC leadership, remains a challenge, as it perpetuates the need for maintaining the availability training at multiple levels of experience. One Chapter commented, *“With so much turnover in the field and many new directors, leadership and management training has become more of a need, along with more TA on organizational capacity and strategic planning.”*
- As in other domains, Chapters noted that resources, funding and capacity are challenges to expanding available training and technical assistance to meet the evolving and increasingly diverse needs of CACs. As one Chapter stated, *“Our greatest concern remains capacity. Our team is stretched!”*

Chapter Priorities

Chapters were asked to describe their top three priorities for their organization for the coming year. Across entries, eight critical issues were most commonly mentioned, presented here in order of frequency.

1

Solidifying, diversifying, and increasing federal and state funding for the Children's Advocacy Center field.

5

Enhancing capacity for legislative and policy advocacy.

2

Increasing the availability of multiple types of training for CACs and MDTs, and expanding the range of topics covered by training, including state-wide prevention initiatives.

6

Solidifying internal processes and organizational structure and implementing strategic plans.

3

Shrinking remaining geographic and other service gaps in the Children's Advocacy Center field.

7

Enhancing data collection and program evaluation activities, including implementing state-wide data systems.

4

Adding staff with expertise to address needed service areas.

8

Increasing capacity to provide training and mentorship to new CAC directors.

Conclusion

Chapter organizations provide vital support, technical assistance, training, funds administration and advocacy to and on behalf of the Children’s Advocacy Center field. Since the last *State of State Chapters Report*, Chapters have sustained or enhanced their support of their state member CACs while also navigating a shifting funding landscape and managing growth.

Key takeaways and priorities identified by Chapters as the field moves forward include the following:

Stabilizing funding

As federal funding—particularly funds from the federal Victims of Crime Act—has decreased, states have worked hard to replace needed resources with state appropriations and other sources. These sources may be year-to-year and somewhat unpredictable, however, and many Chapters noted the need for continued work to bolster federal funds and to permanently institutionalize state-level funding commitments. Chapters also need continued support related to fund development and strategic planning.

Sustaining planful growth

Over the past two years, many Chapters have grown as state-level contributions to CACs have risen. Chapters have added staff, enhanced benefits available to staff, and expanded the kinds of support and technical assistance provided to CACs. Chapters have also shrunk the size of geographic regions that are not served by CACs. Solidifying this growth internally and sustaining it over time are priorities for Chapters in the coming years.

Developing leadership in the field

The Chapters identified their training and technical assistance related to forensic interviewing, victim advocacy, MDT facilitation, and CAC accreditation as particular strengths. Many Chapters would like to expand their capacity to provide technical assistance regarding strategic planning as well as training and mentorship for new CAC directors and board members. Chapters see these activities as critical mechanisms for developing the leadership and vision for the future of Chapters and the field.



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